CAPACITY BUILDING COMMISSION

Annual Capacity Building Plan of Department of Financial Services to develop a Capacity Building Agenda

About the Program

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

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

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

About Ministry of Finance and the Department

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

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

Department of Financial Services (DFS) - Department of Financial Services (DFS) deals with all matters relating to functioning of Banks, Financial Institutions, Insurance Companies, and the National Pension System. DFS also oversees several key programs/initiatives and reforms of the Government concerning the Banking Sector, the Insurance Sector, and the Pension Sector in India.

The detailed structure for the Ministry of Finance and DFS is provided in Annexure 1

About Report

This document presents the Annual Capacity Building Plan for the department based on the Capacity Needs Analysis conducted at the department. Potential training and non-training interventions have been suggested as a part of this document.

As-Is Assessment for the department	Conducting Focus Group Discussion	Conducting Capacity Need Analysis	Annual Capacity Building Plan

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Abbreviations

AAIFR	Appellate Authority for Industrial and Financial Reconstruction
AC	Agriculture Credit
ACBP	Annual Capacity Building Plans
ACPIO	Appointment of Central Public Information Officers
AD	Assistant Director
AI	Artificial Intelligence
AICIL	Agriculture Insurance Company of India
AJNIFM	Arun Jaitley National Institute of Financial Management
AMA	Authorized Medical Attendant
APMS	Audit Para Management System
AQR	Asset Quality Review
ASCI	Administrative Staff College of India
ASO	Assistant Service Officer
ATM	Automated Teller Machine
AWDRS	Agricultural Debt Waiver and Debt Relief Scheme
BIFR	Board for Industrial and Financial Reconstruction
BO	Banking Operations
BOA	Banking Operations and Accounts
CADFI	Centre for Advancement of Digital Financial Inclusion
CAG	Comptroller and Auditor General of India
CBC	Capacity Building Commission
CBDT	Central Bord of Direct Taxes
CBI	Central Bureau of Investigation
CBIA	Central Bureau of Investigation Academy
CBIC	Central Board of Indirect Taxes and Customs
CBU	Capacity Building Unit
CCPwD	Chief Commissioner for Persons with Disabilities
CECA	Comprehensive Economic Cooperation Agreement
CEPA	Comprehensive Economic Partnership Agreement
CGFF	Credit Guarantee Fund for Factoring
CGFMU	Credit Guarantee Fund for Micro Units
CGFSI	Credit Guarantee Scheme for Stand-Up India
CGSMFI	Credit Guarantee Scheme for MFIs
CGTMSE	Credit Guarantee Fund Trust for Micro and Small Enterprises
CIC	Central Information Commission
CMD	Chairman cum Managing Director
CNA	Capacity Need Analysis
Coord.	Coordination

CPGRAMS	Centralized Public Grievance Redress and Monitoring System
CPIO	Central Public Information Officer
CPSE	Central Public Sector Enterprises
CTE	Chief Technical Examiner
CVC	Central Vigilance Commission
CVO	Chief vigilance officer
DARPG	Department of Administrative Reforms and Public Grievances
DBT	Direct Benefit Transfer
DBU	Digital Banking Units
DEA	Department of Economic Affairs
DEO	Data Entry Operator
DFS	Department of Financial Services
DG	Deputy Governor
DGQI	Data Governance Quality Index
DICGC	Deposit Insurance and Credit Guarantee Corporation
DIR	Director
DO	Demi Official
DoPT	Department of Personnel and Training
DPG	Directorate of Public Grievances
DRAT	Debts Recovery Appellate Tribunals
DRC	Dispute Resolution Committee
DRT	Debt Recovery Tribunal
DS	Deputy Secretary
EASE	Enhanced Access and Service Excellence
ECLGS	Emergency Credit Line Guarantee Scheme
ED	Executive Director
EDP	Executive Development Program
EFC	Expenditure Finance Committee
e-HRMS	e-Human Resource Management System
EMC	Expenditure Management Commission
EWS	Economically Weaker Sections
FDI	Foreign Direct Investment
FEMA	Foreign Exchange Management Act
FGD	Focused Group Discussions
FI	Financial Inclusion
FIs	Financial Institutions
FIAC	Farmer's Information and Advisory Centre
FIAC	Financial Inclusion Advisory Committee
FIs	Financial Institutions
FM	Finance Minister

FS	Financial Services
FSDC	Financial Stability and Development Council
FTA	Free Trade Agreements
GA	General Administration
GCI	Global Competitiveness Index
GeM	Government E-marketplace
GFR	General Financial Rules
GMD	General Managing Director
GPFI	Global Partnership for Financial Inclusion
GST	Goods and Services Tax
GST	Goods & Services Tax
HR	Human Resources
HRD	Human Resource Development
HRM	Human Resource Management
IBC	Insolvency and Bankruptcy Code
IDBI	Industrial Development Bank of India
IF	Industrial Finance
IFCI	Industrial Finance Corporation of India
IFD	Integrated Finance Division
IFU	Integrated Finance Units
IGAF	Institute of Government Accounts and Finance
iGOT	Integrated Government Online Training
IIM B	Indian Institute of Management Bangalore
IIM C	Indian Institute of Management Calcutta
IIM L	Indian Institute of Management Lucknow
IIPA	Indian Institute of Public Administration
IIT R	Indian Institute of Technology Roorkee
IPPB	Indian Post Payments Bank
IR	Industrial Relations
IRDAI	(Insurance Regulatory & Development Authority
ISB	Indian School of Business
ISSTD	International School of Skill Development
ISTM	Institute of Secretariat Training and Management
IWSU	Internal Work Study Unit
JPC	Joint Parliamentary Committee
JTO	Junior Translation Officer
KMS	Knowledge Management System
LGCAS	Loan Guarantee for Covid Affected Sectors
LIMBS	Legal Information Management & Briefing System
LMC	Legal Monitoring Cell

LWE	Left Wing Extremism
M/o SJ&E	Ministry of Social Justice and Empowerment
MDO	Ministries, Departments, and participating Organizations
MDOs	Ministries/Departments/Organizations
MFI	Micro-Finance Institutions
MietY	Ministry of Electronics and Information Technology
MIS	Management Information Systems
MOM	Minutes of meeting
MOU	Memorandum of Understanding
MS Office	Microsoft Office
MSME	Micro, Small and Medium Enterprises
MTS	Multi-Tasking Services
MUDRA	Micro Units Development & Refinance Agency Ltd
NABARD	National Bank for Agriculture and Rural Development
NaBFID	National Bank for Financing Infrastructure and Development
NAIR	National Academy of Indian Railways
NASSCOM	National Association of Software and Service Companies
NCBC	National Commission for Backward Classes
NCGTC	National Credit Guarantee Trustee Company Ltd
NCMC	National Common Mobility Card
NCSC	National Commission for Scheduled Castes
NCSK	National Commission for Safai Karamcharis
NCST	National Commission for Scheduled Tribes
NHB	National Housing Bank
NHRC	National Human Rights Commission
NIC	National Informatics Centre
NOD	Non – Official Directors
NPCI	National Payments Corporation of India
NPCSCB	National Programme for Civil Services Capacity Building
NPS	National Pension System
NSFI	National Skills Foundation of India
NSFI	National Strategy for Financial Inclusion
OBC	Other Backward Classes
OCEN	Open Credit Enablement Network
OL	Official Language
OOMF	Output-Outcome Monitoring Framework
OTA	Overtime Allowance
PCGS	Partial Credit Guarantee Scheme
PFMS	Public Financial Management System
PFRDA	Pension Fund Regulatory and Development Authority

PG	Public Grievance
PH	Physically Handled
PMEGP	Prime Ministers Employment Generation Programme
PMHRC	Prime Minister's Public Human Resource Council
PMJDY	Pradhan Mantri Jan Dhan Yojana
PMJJBY	Pradhan Mantri Jeevan Jyoti Bima Yojana
PMKMY	Pradhan Mantri Kisan Maandhan Yojana
PMKPY	Pradhan Mantri Kisan Pension Yojana
PMLVMT	Pradhan Mantri Laghu Vyapari Maan-Dhan Yojana
PMMY	Pradhan Mantri Mudra Yojna
PMO	Prime Minister's Office
PMSBY	Pradhan Mantri Suraksha Bima Yojana
PMSYM	Pradhan Mantri Shram Yogi Maan-dhan
PR	Pension Reforms
PSB	Public Sector Banks
PSGIC	Public Sector General Insurance Companies
PSIC	Public Sector Insurance Companies
PSL	Priority Sector Lending
PwD	Persons With Disability
RBI	Reserve Bank of India
RDB	Recovery of Debts and Bankruptcy
RFD	Result Framework Document
RFP	Right for Proposal
ROLI	Rule of Law Index
RRB	Regional Rural Bank
RRCPS	Representation of reserved categories in post and services
RTI	Right To Information
SAARTAC	South Asia Regional Training and Technical Assistance Center
SARFAESI	Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest
SBI	State Bank of India
SC	Scheduled Castes
SDG	Sustainable Development Goals
SFC	State Finance Corporations
SIDBI	Small Industries Development Bank of India
SIU	Staff Inspection Unit
SLBC	State Level Bankers Committee
SLBC	Lead Bank Scheme
SO	Service Officer
SPV	Special Purpose Vehicle
ST	Scheduled Tribes

STCCS	Short Term Co-operative Credit Structure
STO	Senior Translation Officer
STQC	Standardization Testing and Quality Certification
STRI	Services Trade Restrictiveness Index
SUPI	Stand Up India
TNA	Training Needs Assessment
TReDS	Trade Receivables Discounting System
UIDAI	Unique Identification Authority of India
UN	United Nations
UPI	Unified Payments Interface
US	Under Secretary
VIP	Very Important Person
WTD	Whole Time Director

1. Introduction

Mission Karmayogi

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

The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building ('NPCSCB') referred as "Mission Karmayogi". It is a National Programme for Civil Services Capacity Building (NPCSCB) that aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled.

Its primary objective is governance improvements through enhancement of capacity across levels of Civil Services officials of India. It intends to enable a citizen centric and future ready civil service equipped with the right attitude, skills and knowledge, aligned to the national priorities and sectoral concerns.

"Mission Karmayogi" envisages a paradigm shift towards recognition that a fit for purpose civil service requires a competency framework as central to a capacity enhancement programme and transitioning them from a rule-based to a role-based approach.

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

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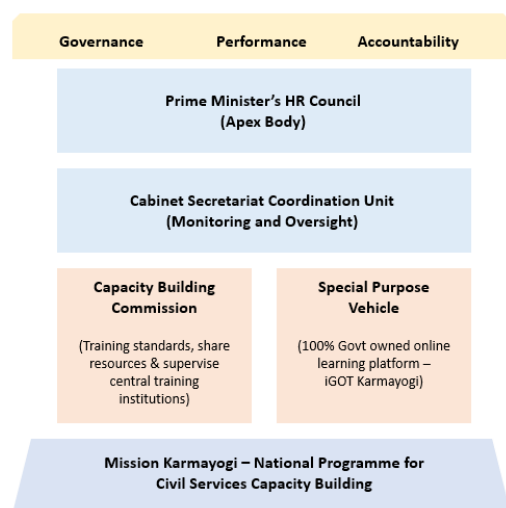

Figure 1: Framework for implementation & monitoring

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

Capacity Building Commission (CBC)

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

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

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

Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) will facilitate the preparation of ACBPs for participating MDOs. CBC defines Capacity Building as an ecosystem process to build, develop, and enhance ability, talent, competency, efficiency, and qualification of individuals, organizations, and institutions to increase **executive capacity of the state to achieve national goals.**

Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic, and Time-bound(SMART) capacity building interventions of the department. The capacity building exercise would be role based, tailoring learning processes to macro targets.

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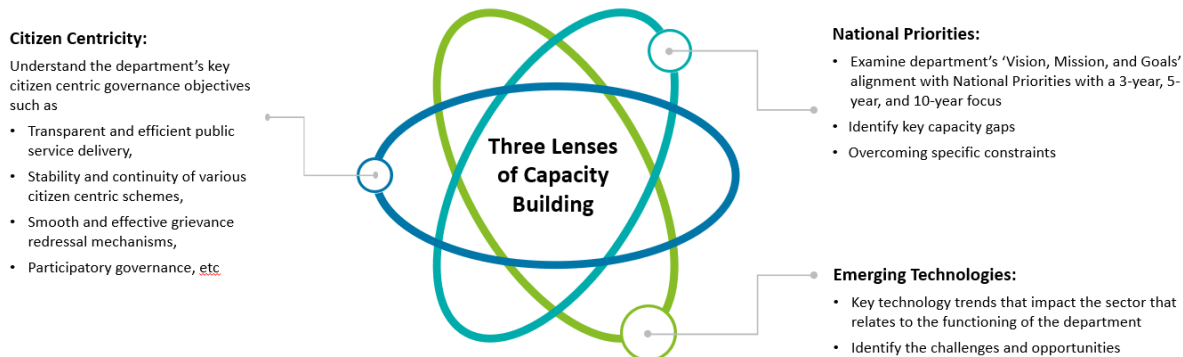
Citizen Centricity:

Understand the department's key citizen centric governance objectives such as

- Transparent and efficient public service delivery,
- Stability and continuity of various citizen centric schemes,
- Smooth and effective grievance redressal mechanisms,
- Participatory governance, etc

Three Lenses of Capacity Building

National Priorities:

- Examine department's 'Vision, Mission, and Goals' alignment with National Priorities with a 3-year, 5-year, and 10-year focus
- Identify key capacity gaps
- Overcoming specific constraints

Emerging Technologies:

- Key technology trends that impact the sector that relates to the functioning of the department
- Identify the challenges and opportunities

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

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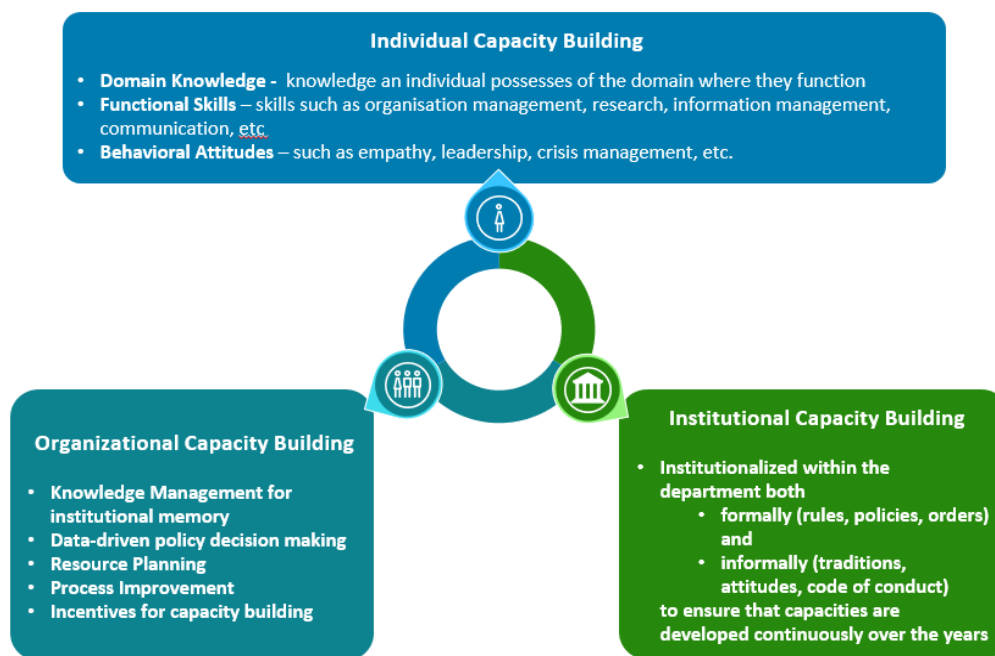
Individual Capacity Building

- **Domain Knowledge -** knowledge an individual possesses of the domain where they function
- **Functional Skills** – skills such as organisation management, research, information management, communication, etc.
- **Behavioral Attitudes** – such as empathy, leadership, crisis management, etc.

Organizational Capacity Building

- **Knowledge Management for institutional memory**
- **Data-driven policy decision making**
- **Resource Planning**
- **Process Improvement**
- **Incentives for capacity building**

Institutional Capacity Building

- **Institutionalized within the department both**
  - **formally (rules, policies, orders) and**
  - **informally (traditions, attitudes, code of conduct)**
  to ensure that capacities are developed continuously over the years

Figure 3: Capacity Building Interventions

Context of this document

This 'Annual Capacity Building Plan (ACBP)' document will baseline Department of Financial Services (DFS) capacity-building needs and gaps and will further suggest potential training and non-training interventions to address these gaps and needs. Some of the key aspects that will be discussed are as follows:

- Overview of the Ministry of Finance and Department of Financial Services
- Mapping of departments, divisions, roles and responsibilities
- Summary of capacity requirements and gaps through Capacity Needs Analysis
- Suggesting the potential Capacity Building interventions at Individual and Organizational Level
- Proposing a training calendar for implementing the Plan across a quarter-wise process cycle

2. Self-Assessment by DFS

To understand unique roles, responsibilities, capacity requirements and gaps of the department across all divisions, a series of discussions were conducted with the Capacity Building Unit (CBU) members and other department officials. Based on the discussions with Department of Financial Services CBU team and other department officials, CBC and secondary research, the approach and methodology delineated below was evolved for conducting the Capacity Needs Analysis (CNA):

2.1 Capacity Need Analysis - Approach

- ✓ **Understood and mapped** various roles/ functions/divisions/capabilities of DFS including **National Priorities, Citizen Centric Goals as well as Technology Roadmap** through one-on-one meetings with department officials/division heads and via **inputs/ resources** such as employee list, legacy training documents, internal booklets/ annual report, website, induction material, etc.
- ✓ Based on secondary research performed on the work allocation for the various divisions within DFS, required competencies were identified at **role and division level** which were further **segregated** into **Individual** and **Organizational** competencies.
- ✓ Further, Individual competencies (such as core/technical skills related to field of work, interpersonal skills, operational/ procedural skills etc.) were divided into three categories - **Domain, Behavioural, Functional**.
- ✓ To **baseline the proficiency levels** for these competencies at each unique designation/role level, **competency mapping checklist** was formulated to initiate Capacity Needs Analysis for each of the divisions/ sub-divisions of the department. Additionally, to finalize the competency checklist, **inputs/feedback** received from internal industry experts, CBC, CBU and the department were incorporated.
- ✓ As a means of benchmarking competencies, **Focus Group Discussions (FGD)** were conducted with department officials to ascertain the current requirements and necessary skill sets needed to effectively perform various roles at different levels of the administrative hierarchy. The following steps were involved in conducting the competency assessment exercise:
  - o **Initiated Capacity Need Analysis (CNA[1])** for competency needs identification based on the filled competency mapping checklist.

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[1] For detailed CNA approach, please refer to the **CNA Report (deliverable 2)** that has already been shared with department

o Deduced the most essential/ must-have individual and organizational level competencies across all designations/roles by analysing the competency gaps wherein there was a need to enhance competence on priority basis.

Suggested the appropriate *type of training interventions* to address identified competency needs at individual and organizational level for effective capacity building within the department.

2.2 Capacity Requirements – Individual Level

To assess the Individual competency requirements the following steps were carried out:

1. Brief overview on competency assessment program structure and intended objectives was provided to the participants of the FGDs to ensure standardisation of responses/ inputs.
2. Baseline level of proficiencies were obtained during the Focused Group Discussions (FGDs) conducted across levels. As an output, the competency mapping checklist was populated during the FGDs itself.
3. The responses received in terms of baseline level of proficiencies were analysed to identify the type of competency needs and gaps arising out of them.

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

2.2.1 Overview of FGD

The divisions mentioned in the table below were covered during the competency assessment exercise. Inputs for all designations (ranging from ASO to Director) were obtained from respective Division officials.

11 FGDs Conducted	28 divisions/ sections covered	119 participants	11 Unique roles

Division covered in FGD	Number of Participants
Banking Operations – I	4
Banking Operations – II	4
Banking Operations – III	4
Banking Operations & Accounts – I & II	4
Agriculture Credit & Regional Rural Bank	4
Industrial Finance – I	4
Debt Recovery Tribunal	1
Financial Inclusion	3
Industrial Finance – II, Cyber Security & Fintech	7
Industrial Relations	5
Office of the Custodian & Special Court	5
Establishment, Surplus, Parliament, Coordination Section	20
Data Analysis	4
Welfare Reservation Cell	6
Vigilance & Monitoring Cell	10
Pension Reforms	6

General Administration, Cash Section	8
Official Language	10
Insurance – I & II	10

Designation-wise coverage in FGDs — *Table I: FGD Coverage across Divisions*
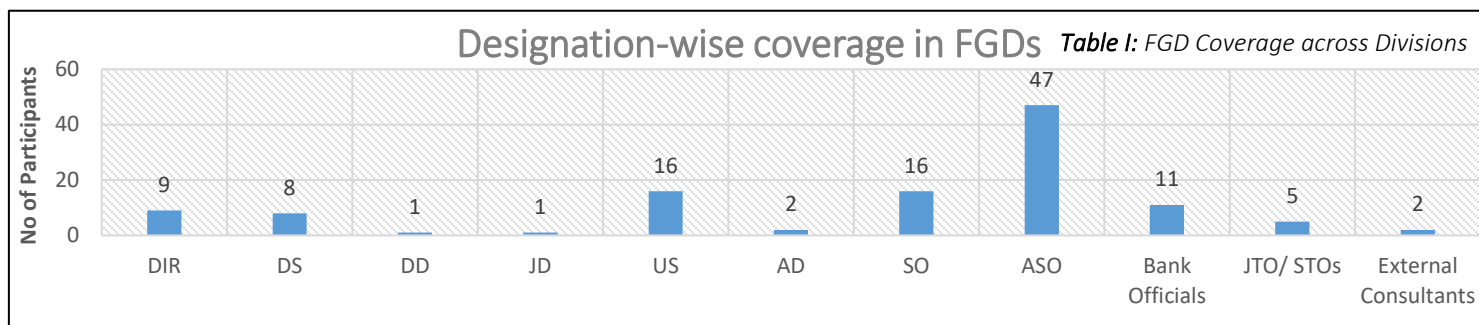
2.2.2 Competency Needs and Gaps across divisions

The department has expressed an interest in learning/acquiring certain competencies through their responses in Focus Group Discussions. The interest areas have been identified as 'Competency Needs' at the domain, functional and behavioral level across the divisions.

Further, input in the form of 'Competency Gaps' was obtained during the Focus Group Discussions from the department officials to highlight any potential gaps in their skillset / procedural knowledge / functional knowledge or aspects that require training on a priority basis.

These 'Competency Needs and Gaps' across various divisions are summarized in sub-sections below:

2.2.2.1 Domain Competencies
After analyzing the responses on the competency list from all designations across all divisions, following domain competency needs and gaps have been identified:

Banking Operation - I	Competency Needs	✓ Handling Appointment of Govt Nominee & RBI Nominee Directors in PSBs ✓ Formulation of guidelines, terms and conditions of appointment for board functionaries of Nationalized banks ✓ Handling Matters related to Movable/ Immovable property for high level officials PSBs ✓ Matters related to pay fixation, leave, LTC etc. of Whole Time Directors (WTDs) in Nationalized banks ✓ Due diligence for the process of appointment of Non-Official Directors (NODs) ✓ Drafting & publishing of advertisement for appointment of board functionaries of PSBs ✓ Coordination with RBI regarding appointment of Deputy Governor (DG) ✓ Understanding of The Nationalized Banks (Management & Miscellaneous Provisions) Scheme, 1970/ 1980

Banking Operation - II	Competency Needs	✓ Matters related to International Relations (Banking)/ Multilateral Issues
		✓ Coordinating on bilateral and multilateral issues related to banking & finance agreements
		✓ Coordination with MDOs related to International Relations (Banking)/ Multilateral Issues
		✓ Understanding of the following Acts:
		  • Negotiable Instruments Act,1881
		  • Chit Funds Act, 1982
		  • The Prize Chits and money circulation Schemes (Banning) Act, 1978
		  • Banning of Unregulated Deposit Schemes Act, 2019
		  • Deposit Insurance and Credit Guarantee Corporation (DICGC) Act, 1961
		  • Payment and Settlement System Act, 2007
		  • Factoring Regulation Act, 2011

Banking Operation - III	Competency Needs	✓ Managing President Secretariat references/ DPGs w.r.t PSBs/ FIs/ PSICs issues ✓ Procedural Knowledge on transfer of issues/cases to the concerning MDOs ✓ Understanding of working of Standing Committee of Voluntary Agencies (SCOVA)/ PRAGATI and functioning of Directorate of public Grievances (DPG)/ Department of Administrative Reforms and Public Grievances (DARPG) reviews ✓ Planning and scheduling of the weekly reviews/ meetings/ conferences of Public Grievances

Highlighted competencies are gaps declared by the department

Banking Operation& Accounts-I and Banking Operation & Accounts-II Section	Competency Needs	✓ Matters related to Expenditure Finance Committee (EFC) Note, Cabinet Note ✓ Handling resolution of CPSEs Disputes between PSBs and Govt Departments ✓ Managing Dispute Resolution Committee for disputes among PSBs
Regional Rural Bank Section	**Competency Needs**	✓ Handling Audit, Statutory & HR matters w.r.t RRBs ✓ Managing restructuring of RRBs ✓ Administration of Priority Sector Lending (PSL) ✓ Working Knowledge on lending to minority community ✓ Facilitating Intra-Departmental references and follow-up reminders ✓ Working knowledge of P.G. Portal, RRB NOD portal, MCL portal

Agriculture Credit Section	**Competency Needs**	✓ Handling Appointment of Board Members and Statutory Auditor for NABARD
		✓ Managing allocation and Release of Funds to NABARD under different schemes
		✓ Awareness of Food Credit and cash credit limit on certain food/grains
		✓ Managing MIS reports and Data /Website/ IT management
		✓ Knowledge of P.G. Portal and AVMS (supremo) portal
		✓ Understanding of the following schemes:
		    • Indo-Swiss Cooperation Scheme
		    • Interest Subvention Scheme
		    • Short Term Co-operative Credit Structure (STCCS)
		    • AGRICULTURAL DEBT WAIVER AND DEBT RELIEF SCHEME (AWDRS) - 2008 Scheme
		    • NABARD related schemes

Highlighted competencies are gaps declared by the department

Cyber Security and FinTech Section	Competency Needs	✓ Managing Notification of Critical Information Infrastructure ✓ Handling special mention Questions at parliament ✓ Preparing Cyber Crisis Management Plan ✓ Managing STQC Audit of DFS website ✓ Understanding of Cyber risks in the financial services sector ✓ Understanding of FinTech and Deep Tech (AI, big data, block chain, etc.) ✓ Understanding of Functioning & initiatives by National Informatics Centre (NIC)

Coordination Division	Competency Needs	✓ Organization of FM's meetings with CEOs of PSBs ✓ Managing Parliamentary questions ✓ Monitoring & Review of VIP references & PMO references ✓ Preparation of Monthly DO letter ✓ Managing Appointment of officials for RTI matters of DFS ✓ Updation of Induction Material for DFS

Debt Recovery Tribunal	Competency Needs	✓ Appointment, Repatriation, and deputation of posts across groups in Debt Recovery Appellate Tribunals (DRATs) /DRTs ✓ Determination of Vacancy and issuing advertisement for various posts in DRATs/DRTs ✓ Preparation of replies/references to various sections in DFS i.e., Coordination section, Vigilance Cell, Integrated Finance Unit (IFU) ✓ Recovery of Debts and Bankruptcy Act, 1993 (RDB Act) ✓ Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 (SARFAESI) ✓ Insolvency and Bankruptcy Code, 2016 (IBC Code) - Limited to Personal Guarantors to Corporate Debtors

Highlighted competencies are gaps declared by the department

Industrial Finance- 1 Section	Competency Needs	✓ Preparation of Material for Annual Reports/ Economic Survey/ India Yearbook
		✓ Handling General complaints/ representation/ disposal of grievances on PG portal
		✓ Procedural knowledge on Partial Credit Guarantee Scheme
		✓ Managing administration of Govt. Guarantee proposals for approval/ Review of Guarantees
		✓ Appointment and nomination of directors and Whole Time Directors (WTDs) for Financial Institutions
		✓ Matters related to budget allocation
		✓ Administration of appointment of Auditor in Exim Bank
		✓ Functioning of EXIM, Industrial Finance Corporation of India (IFCI), National Bank for Financing Infrastructure and Development Bill (NaBFID)
		✓ Understanding of Asset Liability Mismatch
		✓ Basics of Accounts
		✓ Knowledge on Infrastructure financing (long term financing)
		✓ Understanding of following Acts:
		   • Exim Act
		   • NaBFID Act

Office of the Custodian & Special Court	Competency Needs	✓ Handling issues (such as HR matters, appointment of directors/custodians, etc., extension of office of custodians/special courts) related to special courts/office of custodian ✓ Administrative issues of the division - High court & supreme court cases ✓ Matters relating to securities scam (1992) i.e. court matters & admin matters ✓ Knowledge of Legal matters and terminology ✓ Understanding of capital markets and operating model of financial institutions ✓ Financial statement analysis

Highlighted competencies are gaps declared by the department

Financial Inclusion Section	Competency Needs	✓ Preparation of Output Outcome Monitoring Framework (OOMF) in relation to all above Schemes
		✓ Managing Banking Correspondence related policy matters
		✓ Preparation of materials for G-20-GPFI report, Annual Report, Economic Survey
		✓ Managing Aspirational Districts Programme
		✓ Knowledge on Following Financial Literacy aspects:
		   • Understanding of NPCI
		   • Functionalities UPI
		   • Knowledge of National Strategy for Financial Inclusion (NSFI) / Financial Inclusion Advisory Committee (FIAC) / Financial Stability and Development Council (FSDC)
		   • Digital payments - - NCMC / Rupay Card
		   • Digital Banking Units (DBUs)
		✓ Data Management on following portals:
		   • SUPI / Mudra Portal
		   • Jansuraksha Portal
		   • FI Plan Portal
		✓ Understanding of Direct Benefit Transfer (DBT), UIDAI, Aadhaar Seeding of Accounts and related issues
		✓ Knowledge on Indian Post Payments Bank (IPPB) - matters related to banking infrastructure
		✓ Awareness of GIS Applications
		✓ Understanding of Following Schemes:
		   • PMJDY – Pradhan Mantri Jan Dhan Yojna
		   • PMMY – Pradhan Mantri Mudra Yojna
		   • SUPI – Stand Up India
		   • CGFMU – Credit Guarantee Fund for Micro Units
		   • CGFSI – Credit Guarantee Scheme for Stand-Up India
		   • SLBC - Lead Bank Scheme

Highlighted competencies are gaps declared by the department

Industrial Relations	Competency Needs	✓ Procedural Knowledge w.r.t. HR matters and HRD relating to PSBs and Associations in the Banking Industry
		✓ Understanding of Labour Laws
		✓ Guidelines w.r.t. pay/ allowances of bank employees in overseas branches
		✓ Procedural Knowledge & analytical ability w.r.t. service matters of PSBs including IDBI/ RBI such as guidelines on wage revision, policies, Pension matters of NABARD
		✓ Functioning of banking industry, HR Dept and policies in Banks
		✓ Understanding of selection criteria of senior-level executives
		✓ Legal Knowledge:
		   • Industrial Disputes Act
		   • Banking Companies (Acquisition & Transfer of Undertaking) Act 1970
		   • SBI Act, 1955
		   • RBI Act, 1934
		   • NABARD Act, 1981

Establishment & Surplus Division	Competency Needs	✓ Staff training and nominations ✓ Matters dealing with Extension of contract, payment of bonus, Wage revision of outsourced employee, Salary Bill of DEOs and MTSs ✓ Matters dealing with IWSU - Internal Work Study Unit ✓ Matters dealing with SIU - Staff Inspection Unit ✓ Internal Vigilance ✓ Settlement of Mediclaim/ medical reimbursement	✓ Grant of Advances / allowances ✓ Procedural knowledge w.r.t. Payment to advocates ✓ Procedural knowledge w.r.t. Appointment/ renewal of Authorized Medical Attendants (AMAs) ✓ Managing OTA Claims ✓ Deployment of surplus staff ✓ Methodology to prepare training programs

Highlighted competencies are gaps declared by the department

Industrial Finance - II	Competency Needs	✓ Board level appointment procedure and HR matters i.e. Appointment, extension and transfer
		✓ Policy guidelines and Budgetary decisions
		✓ Departmental and Ministerial communication channels and procedures
		✓ Understanding of banking business/ operating model and mandates
		✓ Analysis of Banking statistics such as bank deposits, advances, interest rates, sectoral/ sub-sectoral credit penetration and distribution
		✓ Analysis of domestic/ international reports and publications on financial sector reform
		✓ Knowledge of Schemes:
		   • ECLGS (Emergency Credit Line Guarantee Scheme)
		   • LGCAS (Loan Guarantee for Covid Affected Sectors)
		   • CGSMFI (Credit Guarantee Scheme for MFIs)
		   • CGFF (Credit Guarantee Fund for Factoring)
		✓ MSME sectoral knowledge
		✓ Functioning of Micro-Finance sector and Self-Help Groups
		✓ Operationalization of Vidyalakshmi Portal/ Education Loan data
		✓ Knowledge of Prime Ministers Employment Generation Programme (PMEGP)
		✓ Legal Knowledge:
		   • National Housing Bank Act, 1987
		   • Small Industries Development Bank of India Act, 1989
		   • State Financial Corporation Act, 1951

Parliament Division	Competency Needs	✓ Procedural & operational knowledge regarding Parliamentary Committee Visits ✓ Methodology for collection, identification & marking of Parliament questions/ notices/ admitted questions and matters ✓ Preparation of facts and replies for pads of ministers ✓ Maintaining records of parliament related information ✓ Procedural knowledge on compilation and submission of material for Parliament Questions to other MDOs

Highlighted competencies are gaps declared by the department

Data Analysis Division	Competency Needs	✓ Preparation & analysis budget output-outcome framework ✓ Identification of Sustainable Development Goals (SDG) indicators pertaining to DFS ✓ Research & analysis on UN e-Government Index & Digital Services ✓ Managing Follow ups on audit paras and budget announcements ✓ Matters pertaining to gender budgeting ✓ Preparation of documents for FM/MOS's speeches (after coordinating with all divisions) ✓ Identification of Sustainable Development Goals (SDG) indicators pertaining to DFS ✓ Analysis of Banking statistics such as bank deposits, advances, interest rates, sectoral/ sub-sectoral credit penetration and distribution ✓ Data collection, collation, and analysis relating to Banking & Financial Services Industry through MIS ✓ Procedural norms for dissemination of results/ other information in banking and financial services sector ✓ Analysis of domestic/ international reports and publications on financial sector reform
General Administration/ Cash Section	Competency Needs	✓ Administration matters related to DFS for utilities, furniture/ fixtures, office equipment and hardware, corresponding payments, petty works & repairs ✓ Request submission and approval mechanism ✓ Managing GST, TA Bill, Bills other than TA ✓ General Financial Rules (GFR) ✓ Managing Audit matters ✓ Knowledge on PFMS (Public financial management system)
Reservation & Welfare Division	Competency Needs	✓ Handling of references received from/ seeking comments from & sending replies to NHRC/ NCSC / NCST / NCBC / CCPwD / NCSK matters ✓ Forwarding of circulars/ guidelines and seeking material for Annual Report for DoPT, NCSC, NCST, M/oSJ&E, etc. ✓ Monitoring of Implementation of reservation policy in respect of SCs / STs / OBCs / Ex-servicemen / PwDs/ EWS in public sector banks/public sector insurance companies & public sector financial institutions Procedural knowledge on handling of parliamentary matters

Highlighted competencies are gaps declared by the department

23

Insurance- I Division	Competency Needs	✓ Procedures for appointment process: • AICIL (Agriculture Insurance Company of India) • IRDAI (Insurance Regulatory & Development Authority) • Council of Insurance Ombudsmen • Life Insurance Corporation/ PSIs • Institute of Actuaries of India ✓ Knowledge of ✓ Insurance Ombudsman Rules ✓ HR procedures/ guidelines and Vigilance matters ✓ Fundamentals of Insurance ✓ Knowledge of Pension Rules/ Scheme of PSIs ✓ Legal Knowledge: • Actuaries Act, 2006 • Public Premises (Eviction of Unauthorized Occupants) Act, 1971
Official Language Section	Competency Needs	✓ Procedural knowledge regarding implementation of the policy & Hindi teaching scheme ✓ Coordination and submission of data/ information to Parliamentary Official Language Committee/ Hindi Advisory Committee/ others and corresponding procedural knowledge ✓ Translation work related to Parliament questions/ reports ✓ Proficiency in Official Language Policy
Insurance - II Division	Competency Needs	✓ Knowledge of budget allocations and re-appropriation ✓ Assessment of Capital requirements, dividend payouts and performance evaluation of PSI/AICIL ✓ Knowledge on emerging technologies in Insurance Sector ✓ Insurance Act, 1938 ✓ Life Insurance Corporation Act, 1956 ✓ General Insurance Business (Nationalization) Act, 1972 ✓ Insurance Regulatory and Development Authority Act, 1999 ✓ Understanding of Insurance Ombudsmen Rules and Insurance basics ✓ Trend and development Analysis of Insurance Sector in India ✓ Understanding of FDI in Insurance sector ✓ Industry best practices in Insurance Sector ✓ Understanding of Taxation Laws in Insurance sector

Highlighted competencies are gaps declared by the department

Vigilance and Monitoring Division	Competency Needs	- Knowledge on Prevention of Corruption Act - Knowledge on Sanctions for Investigation and sanction for prosecution (under PCA) - Knowledge on Vigilance systems/ procedures in RBI/PSB/FIs/PFRDA/IRDAI - Handling Matters pertaining to Group of Officers/Committee of Secretaries - Examination of fraud cases/ vigilance cases received from CBI/ CVC/ other law enforcement agencies - Knowledge on Vigilance Clearance (based on CVC guidelines) - Rules / regulations w.r.t. disciplinary proceedings of govt (refer CCA rules) - Procedural knowledge regarding end-to-end closure of general complaints against the officials of PSBs/PSICs/FIs involving allegations of fraud/vigilance angle wherein the official involved is below WTD - Understanding of financial services sector, banking system & products - Operating model of banking institutions - Loan life cycle including end-use &stress monitoring and EWS mechanism - Fraud declaration rules & mechanism of banks - Divisional roles/ responsibilities/ procedures - Legal terminology specific to Vigilance - RBI rules & regulations specific to Vigilance and Frauds

Highlighted competencies are gaps declared by the department

Pension Reforms Division	Competency Needs	✓ Appointment of executives as per PFRDA ✓ Policy guidelines w.r.t PFRDA (Pension Fund Regulatory and Development Authority) ✓ Secretarial skills (Noting/ Drafting) ✓ Legal Knowledge of Pension Fund Regulatory and Development Authority Act, 2013 ✓ Understanding of pension system and components of National Pension Scheme ✓ Investment Management related to Pension System ✓ Understanding of Financial Markets and Infrastructure ✓ Financial Risk Management ✓ Institutional knowledge of NPS ✓ Market Participants and operating structure of Pension System ✓ Architecture of National Pension Scheme ✓ Global best practices in Pension system ✓ Insurance (Actuarial knowledge)

Highlighted competencies are gaps declared by the department

Common Domain Competencies

After analyzing the responses from the competency checklist and FGD for all designations across all divisions, ***certain domain competencies*** have been identified which are **required throughout the department**. Below list highlights common domain competencies as imputed from the department:

✓ Amendments in rules/ acts/ policy matters/ Capital Allocation/ FDI Proposals
✓ MSME Sectoral Knowledge
✓ Procedural Knowledge pertaining to Wage Revision
✓ Budget Matters/ Paras [for Economic Affairs (budget division)], CAG Paras & Audit Paras
✓ Information for SOM related matters / Internal information related to Monthly DO to other section / File submitted for financial concurrence of IFD
✓ Managing Information for Economic Survey
✓ Managing Quarterly Hindi report

2.2.2.2 Functional Competencies

Based on the responses gathered from all designations across all divisions, following functional competency needs and gaps have been identified. Through a comprehensive analysis of the responses received, the competency needs and gaps have been segregated basis various competency clusters where training interventions are required.

Techno Functional Ability

- ✓ E-office- shared drive/Knowledge management system
- ✓ Microsoft Office (MS Word, MS Excel MS PPT)
- ✓ Digital Collaboration & Productivity Tools (OneDrive, Google Drive, Webex, Google meet, Gmail/NIC email)
- ✓ DFS internal Dashboard

Operational activities and efficiency

- ✓ GeM portal
- ✓ Parliamentary procedures
- ✓ e-HRMS system
- ✓ RTI matters and appeals (including CIC appeals)
- ✓ Grievance redressal via CPGRAM
- ✓ Legal Information Management System (LIMBS)
- ✓ e-Samiksha portal
- ✓ OOMF portal (Output-Outcome monitoring framework)
- ✓ RRCPS portal (Representation of reserved categories in post and services)
- ✓ Probity portal
- ✓ APMS portal (Audit Para Management System)
- ✓ DFS Dashboard for monitoring schemes
- ✓ Sensitization of govt rules, Cabinet note framing & EFC notes
- ✓ Data resources management/Record Management
- ✓ Presentation skills
- ✓ Resource utilization & management
- ✓ Procedures to address court cases
- ✓ Noting, Drafting, Preparing minutes of meeting (MOM), department notices, etc.
- ✓ Audit trail maintenance for key changes in regulatory/ statutory/ sectional notes

Highlighted competencies are gaps declared by the department

Stakeholder Management and Escalation mechanism

- ✓ External & Internal Stakeholder Management
- ✓ External & Internal Escalation Mechanism

Data sensitivity & confidentiality

- ✓ Data sensitivity & confidentiality norms

2.2.2.3 Behavioral Competencies

Based on the responses gathered from all designations across all divisions, following Behavioural competency needs and gaps have been identified. Through a comprehensive analysis of the responses received, the competency needs and gaps have been segregated basis various competency clusters where training interventions are required.

Direction to Execution

- ✓ Networking skills
- ✓ Negotiation skills
- ✓ Media communication
- ✓ Empathy
- ✓ Ethics & Integrity
- ✓ Stress Management
- ✓ Effective Communication
- ✓ Conflict management
- ✓ Time Management
- ✓ Rule consciousness

Motivation/ Team Building/ Leadership

- ✓ Feedback mechanism within the department
- ✓ Collaboration & Teamwork
- ✓ Motivation to team members
- ✓ Decision making and Leadership skills
- ✓ Interpersonal skills
- ✓ Innovative and Critical thinking
- ✓ Responsive behavior

Organizational Awareness

- ✓ Gender sensitivity & POSH at workplace
- ✓ Change management
- ✓ Contribution towards professional growth of subordinates

Innovation and Digital Mindset

- ✓ Ability to identify, implement and experiment digital & technology interventions
- ✓ Ability to navigate digital disruptions quickly & effectively
- ✓ Designing & implementing effective solutions for good governance

#Highlighted competencies are gaps declared by the department

2.3   Capacity requirements - Organizational level

The department has expressed interest in learning/ acquiring certain competencies through their responses in Focus Group Discussions pertaining to Organizational level awareness (given below). The competency assessment at Organizational level pertains to role's contribution to vision/ mission/ mandates, team building initiatives and emerging technologies.

✓ Understanding DFS's Vision and Mission
✓ Understanding Role/ responsibilities and Goals/ Objectives of DFS
✓ Understanding of individual role contribution towards Vision, Mission, Goals/ Objectives of DFS
✓ Awareness/ Willingness to adopt usage of latest technologies in Financial Services sector
✓ Implementing knowledge sharing sessions within the dept
✓ Gender sensitivity & prevention and redressal of sexual harassment

A description of common competency requirements of the department at an organizational level is outlined in the table below:

Competency Type	Competency Cluster	Capacity required	Applicable divisions	Designation	Level of proficiency	Dimension
Competencies at organizational level	Organizational awareness	Understanding DFS's Vision and Mission	All	All	Advanced	Systems, Processes and Objectives
		Understanding Goals/ Objectives of DFS				
		Understanding Role/ responsibilities of DFS				
		Understanding of individual role contribution towards Vision, Mission, Goals/ Objectives of DFS				
	Innovation, Change management, Digital mindset	Willingness to adopt usage of latest technologies in Financial Services that will help DFS in implementing more citizen centric policies	All	All		Technology & Data
		Need for implementing knowledge sharing sessions				Technology & Data

		within the dept (through E-office KMS)				
	Inclusion	Training on Gender sensitivity & prevention and redressal of sexual harassment of women at workplace				Organization Culture

Table II: Capacity Need Analysis (CNA)- Organization level

2.3.1 Making DFS Future Ready

Future readiness through Capacity Building is essential for DFS, as its key focus areas need to be aligned with the competencies required under the three lenses of capacity building **namely emerging technologies, national priorities, and citizen centricity**. We have identified and mapped a set of competencies with the aforesaid lenses and the Department has shown great enthusiasm to learn about such competencies via their responses during the Focus Group Discussions. An **overview of competencies required** is highlighted below:
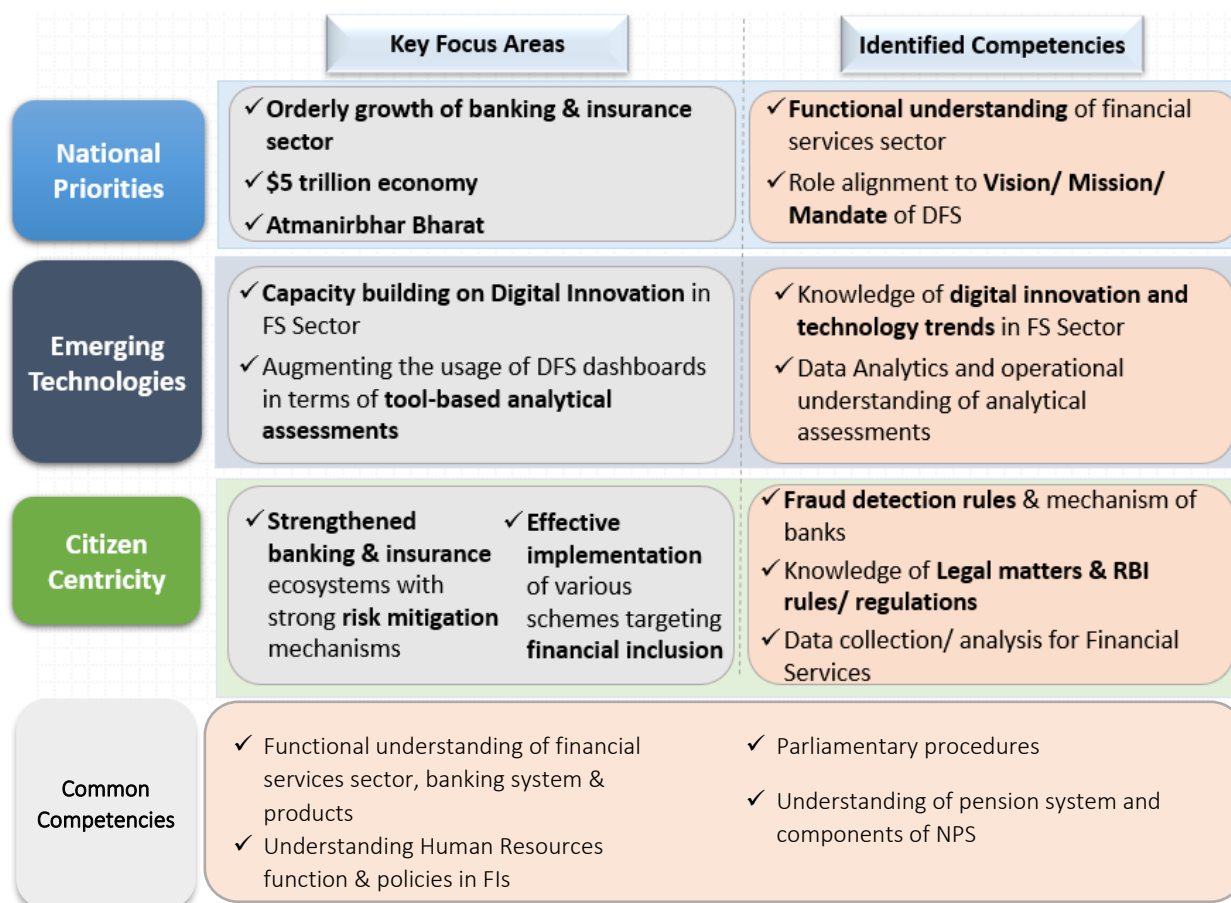
3. Annual Capacity Building Plan

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

3.1 List of potential training Institutions/Platforms

Potential training interventions have been suggested through various courses available on multiple training platforms/institutions (refer Annexure 2). Training Interventions include induction programs, online trainings, classroom training programs, internal knowledge sharing sessions, regular/refresher/ progressive courses etc. Based on the availability of courses and the level of training required, the potential interventions have been categorized under aforesaid types. The prospective training institutions/platforms include **iGOT Karmayogi platform[2], Central training Institutions (such as Institute of Secretariat Training and Management, Indian Statistical Service Training division, etc.), Government universities/institutions/platforms**, etc.

3.2 Quick Wins in terms of training interventions for the department

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

1. **Recommended training courses via iGOT**: Team from Karmayogi Bharat visited DFS to conduct a session on iGOT registration and portal overview (including usage of iGOT mobile application) on 16th March 2023. On the spot registrations were also done by some of the department officials. They were also encouraged to undergo various trainings on the platform including Right to Information, introduction to emerging technologies, stress management, etc.

2. **DAKSHTA Programme (Proposed)**: A 10-day online training program followed by 5-day in-person training at ISTM focused for ASOs/ SOs, is underway for implementation within the department. The department has shown enthusiasm and has also issued Office Memorandum to all applicable officials for the said program. The department officials will undergo the following modules for training:

Functional Competencies	Behavioral Competencies
✓ Parliamentary Procedures & Court/CAT cases ✓ General Financial Rules / Delegation of Financial Powers ✓ Public Procurement ✓ Tender Documents – RFP, Bid, Award, QCBS	✓ Team Building ✓ Interpersonal skills ✓ Stress Management (through yoga)

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

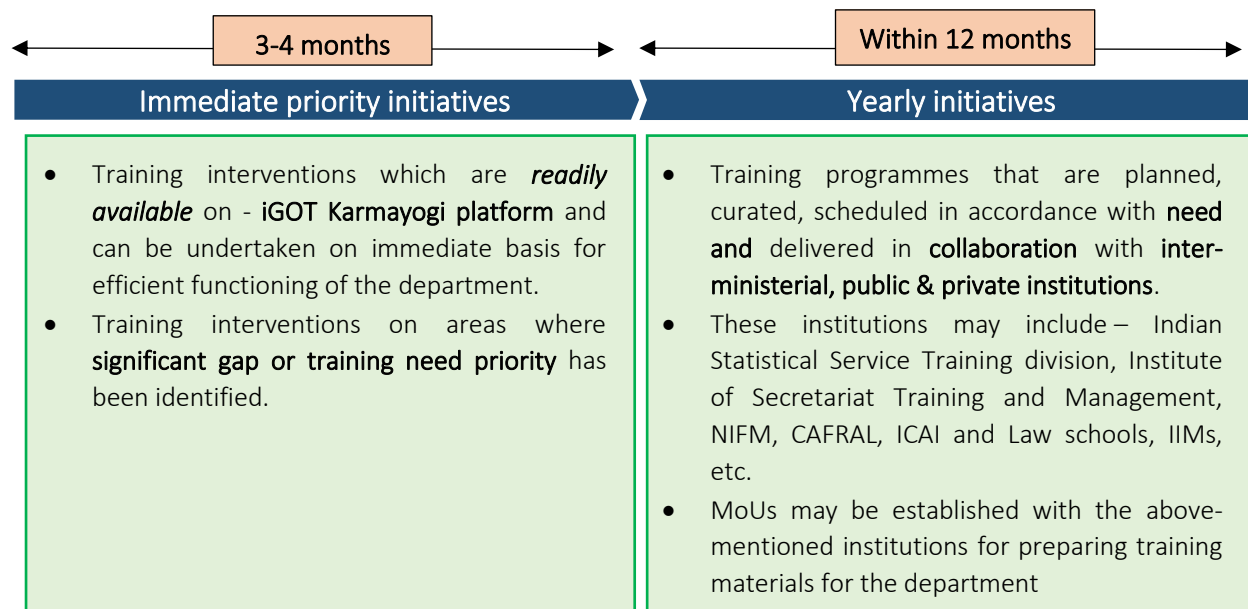| |
|---|
| ✓ GeM Portal, PFMS, Sanctions, Income-Tax
✓ Record Management
✓ Gender Sensitisation
✓ Data Analytics
✓ Govt. Of India Allocation & Transaction Rules
✓ Handling Public Grievances, Sevottam & Appeals
✓ Departmental & Cyber Security
✓ Negotiation skills |

Table III: DAKSHTA Program

On similar lines as the program for ASO/SO, identification and design of a structured program tailored for Under Secretary/ Deputy Secretary/Director is also underway ((DAKSHTA 2.0) .

3.3 Interventions at Individual Level

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

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

3-4 months	Within 12 months
Immediate priority initiatives	**Yearly initiatives**
• Training interventions which are *readily available* on - **iGOT Karmayogi platform** and can be undertaken on immediate basis for efficient functioning of the department. • Training interventions on areas where **significant gap or training need priority** has been identified.	• Training programmes that are planned, curated, scheduled in accordance with **need and** delivered in **collaboration** with **inter-ministerial, public & private institutions**. • These institutions may include – Indian Statistical Service Training division, Institute of Secretariat Training and Management, NIFM, CAFRAL, ICAI and Law schools, IIMs, etc. • MoUs may be established with the above-mentioned institutions for preparing training materials for the department

Below section highlights **Division-wise competency gaps and proposed training & non-training interventions.**

*Please note: The section lays down training interventions basis the **competency gaps** that were identified during **Capacity Needs Analysis**. The detailed training plan basis the **competency needs** of the department is highlighted Annexure 2*

Banking Operations – I Division

Designations	• Additional Secretary • Joint Secretary • Deputy Secretary	• Under Secretary • Section Officer • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

- ✓ Managing Administrative and salary matters such as pay fixation, Leave, LTC, etc. of Whole Time Directors (WTDs) in Nationalized banks
- ✓ Managing Due diligence for the process of appointment of Non-Official Directors (NODs)
- ✓ Coordination with RBI regarding appointment of Deputy Governor (DG)

Functional Competencies

- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal

Behavioral Competencies

- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team members

Immediate Requirements

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

Domain
- Pay Fixation
- Travel Allowance
- Leave Rules
- Understanding Financial position of an organization
- Pensionary Benefits

Functional
- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral
- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain
- Formulations of Guidelines, term & conditions for appointment of high-level officials in PSBs

Functional
- DFS Internal dashboard
- Resource utilization and management
- E-Samiksha Portal

ISTM IGAF CBIA

Domain
- Human Resource Management
- Training Programme on Finance for Non-Finance Executives

Functional
- MS Office
- Record Management and Right to Information
- Advanced course on record management
- Handling parliamentary matters
- Noting, drafting, and preparing cabinet notes
- Matters Related to RTI
- Training for disciplinary matters

NIC Global Gyan ASCI IIM Lucknow Swayam IIM Calcutta

Functional
- E-Office
- Make presentations like a pro

Behavioral
- Stress management & performance coaching
- Managerial effectiveness through stress management
- Effective business communication
- Leadership and team building

Udemy Coursera

Functional
- The complete PowerPoint and presentation skills masterclass

Behavioral
- Work ethics and corporate etiquettes
- Effective Communication for Today's Leader
- Business Communications

Banking Operations – II Division

Designations	• Additional Secretary • Joint Secretary • Joint Director • Deputy Director	• Under Secretary • Section Officer • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

- ✓ Banning of Unregulated Deposit Schemes Act, 2019
- ✓ Coordination on bilateral and multilateral issues related banking & finance agreements

Functional Competencies

- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal
- ✓ Amendments in rules/ acts/ policy matters/ Changes or Modification in Scheme/ Capital

Behavioral Competencies

- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team members

⏱ Immediate Requirements

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

iGOT Integrated Government Online Training

Domain

- Understanding Financial position of an organization
- Pensionary benefits

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

📅 Yearly Requirements

Recommended Training Partners

DFS

Domain

- ✓ Administration of International relationships with banking partners

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E- Samiksha Portal

ISTM IGAF CBIA SBI via edx

Domain

- ✓ Digital Banking Business Model

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

NIC Global Gyan ASCI IIM Lucknow Swayam IIM Calcutta

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

Udemy Coursera PRS India

Functional

- ✓ The complete PowerPoint and presentation skills masterclass
- ✓ Banning of Unregulated Deposit Schemes Act, 2019

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Banking Operations – III Division

Designations	
• Additional Secretary • Joint Secretary • Deputy Secretary	• Under Secretary • Section Officer • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

✓ Matters related to VIP References/ PMO
✓ Understanding of working of Standing Committee of Voluntary Agencies (SCOVA)/ PRAGATI and functioning of Directorate of public Grievances (DPG)/ Department of Administrative Reforms and Public Grievances (DARPG) reviews

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

Immediate Requirements

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

Domain

- Understanding Financial position of an organization

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain

- ✓ Understanding of working of Standing Committee of Voluntary Agencies (SCOVA)/ PRAGATI
- ✓ functioning of Directorate of public Grievances (DPG)/ Department of Administrative Reforms and Public Grievances (DARPG)

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

**ISTM
IGAF
CBIA**

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

**NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta**

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

**Udemy
Coursera**

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Banking Operation and Accounts – I & II Division

Designations	• Joint Secretary • Director • Under Secretary	• Section Officer • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

✓ Matters related to VIP References/ PMO
✓ Matters related to Expenditure Finance Committee (EFC) Note
✓ Budget Matters/ Paras [for Economic Affairs (budget division)], Corporate Account Groups (CAG) Paras & Audit Paras

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

Immediate Requirements

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

Domain
- Understanding Financial position of an organization

Functional
- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral
- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain
- ✓ Procedural knowledge on dispute resolution between PSBs and Govt. departments and among PSBs

Functional
- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

ISTM, IGAF, CBIA

Functional
- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

NIC, Global Gyan, ASCI, IIM Lucknow, Swayam, IIM Calcutta

Functional
- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral
- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

Udemy, Coursera

Functional
- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

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Financial Inclusion Division

Designations	• Joint Secretary • Director • Under Secretary	• Section Officer • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

✓ Preparation of Output Outcome Monitoring Framework (OOMF) in relation to all above Schemes
✓ Functionalities UPI
✓ Digital payments - - NCMC / Rupay Card
✓ Understanding of Direct Benefit Transfer (DBT), UIDAI, Aadhaar Seeding of Accounts and related issues
✓ Knowledge on Indian Post Payments Bank (IPPB) - matters related to banking infrastructure

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

⏱ Immediate Requirements

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

iGOT — Integrated Government Online Training

Domain
- Introduction to GIS
- IPPB Micro ATM
- Procedure of IPPB Account opening
- Development challenges in tribal areas and aspirational districts

Functional
- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral
- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

📅 Yearly Requirements

Recommended Training Partners

DFS

Domain
- ✓ Understanding of SLBC – Lead Bank Scheme
- ✓ Knowledge of internal portals such as SUPI/Mudra portal/ Jansuraksha portal/FI plan Portal

Functional
- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

ISTM
IGAF
CBIA

Domain
- ✓ Outcome budget workshop

Functional
- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta

Functional
- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral
- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

Udemy
Coursera
NPCI via YouTube
Digital Archives- DFS

Domain
- ✓ UPI
- ✓ Rupay
- ✓ Direct benefit Transfer

Functional
- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Regional Rural Bank Division

Designations	• Additional Secretary • Director • Under Secretary	• Section Officer • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

✓ Matters related to VIP References/ PMO
✓ Administration of Priority Sector Lending (PSL)

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

Immediate Requirements

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

iGOT — Integrated Government Online Training

Domain

- Pay Fixation
- Travel Allowance
- Leave Rules
- Pensionary Benefits

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain

- ✓ Knowledge on restructuring of RRBs, Lending to minority community
- ✓ Procedural knowledge on portals such as P.G. Portal, RRB NoD portal, MCL portal

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

**ISTM
IGAF
CBIA**

Domain

- ✓ Human Resource Management

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

**NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta**

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

**Udemy
Coursera
Digital Archives-
DFS**

Functional

- ✓ The complete PowerPoint and presentation skills masterclass
- ✓ Bank Audit – A complete Study
- ✓ Priority for the Priority Sector

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Debt Recovery Tribunal Division

Designations	• Additional Secretary • Economic Advisor • Director	• Under Secretary • Section Officer • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

✓ Matters related to VIP References/ PMO
✓ Appointment, Repatriation, and deputation of posts across groups in Debt Recovery Appellate Tribunals (DRATs) /DRTs
✓ Preparation of replies/references to various sections in DFS i.e. Coordination section, Vigilance Cell, Integrated Finance Unit (IFU)

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

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Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain

✓ Appointment, Repatriation, and deputation of posts across groups in Debt Recovery Appellate Tribunals (DRATs) /DRTs

Functional

✓ DFS Internal dashboard
✓ Resource utilization and management
✓ E – Samiksha Portal

ISTM
IGAF
CBIA

Functional

✓ MS Office
✓ Record Management and Right to Information
✓ Advanced course on record management
✓ Handling parliamentary matters
✓ Noting, drafting, and preparing cabinet notes
✓ Matters Related to RTI
✓ Training for disciplinary matters

NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta

Functional

✓ E-Office
✓ Make presentations like a pro

Behavioral

✓ Stress management & performance coaching
✓ Managerial effectiveness through stress management
✓ Effective business communication
✓ Leadership and team building

Udemy
Coursera

Functional

✓ The complete PowerPoint and presentation skills masterclass

Behavioral

✓ Work ethics and corporate etiquettes
✓ Effective Communication for Today's Leader
✓ Business Communications

Industrial Finance - I Division

Designations	• Economic Advisor • Deputy Secretary • Deputy Director	• Under Secretary • Section Officer • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

✓ Matters related to VIP References/ PMO
✓ Functioning of EXIM, Industrial Finance Corporation of India (IFCI), National Bank for Financing Infrastructure and Development Bill (NaBFID)
✓ Asset Liability Mismatch
✓ Basics of Accounts
✓ Infrastructure Financing Products

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

⏱ Immediate Requirements

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

iGOT
Integrated Government Online Training

Domain

- Understanding Financial position of an organization
- Budgetary system in Government
- Finance and Accounts
- Infrastructure financing (presentation)
- Public Private Partnerships (PPP) for Infrastructure Projects

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

📅 Yearly Requirements

Recommended Training Partners

DFS

Domain

- ✓ Procedural Knowledge on administration of Credit Guarantee Scheme
- ✓ Understanding of working of EXIM, Industrial Finance Corporation of India (IFCI), National bank for financing infrastructure and development (NaBFID)

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

ISTM IGAF CBIA

Domain

- ✓ Statistical tools & techniques
- ✓ Data analysis and warehouse
- ✓ Introduction to Banking and Financial Markets

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

NIC Global Gyan ASCI IIM Lucknow Swayam IIM Calcutta

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

Udemy Coursera

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

48

Agriculture Credit Division

Designations	• Additional Secretary • Director • Under Secretary	• Section Officer • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

- ✓ Matters related to VIP References/ PMO
- ✓ Handling Appointment of Board Members and Statutory Auditor for NABARD
- ✓ Managing allocation and Release of Funds to NABARD under different schemes

Functional Competencies

- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal

Behavioral Competencies

- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team members

Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain

- ✓ Working knowledge on Allocation & release of funds to NABARD
- ✓ Awareness of Food credit and cash credit limit on certain foods/grains
- ✓ Working knowledge of P.G. Portal and AVMS (supremo) portal

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

**ISTM
IGAF
CBIA**

Domain

- ✓ Human Resource Management

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

**NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta**

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

**Udemy
Coursera**

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Industrial Relations Division

Designations	• Additional Secretary • Joint Secretary • Deputy Secretary • Under Secretary

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

- ✓ Functioning of banking industry, HR Dept and policies in Banks
- ✓ Understanding of selection criteria of senior-level executives

Functional Competencies

- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal

Behavioral Competencies

- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team members

Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners		

DFS

Domain
- Understanding of selection criteria of senior-level executives

Functional
- DFS Internal dashboard
- Resource utilization and management
- E – Samiksha Portal

**ISTM
IGAF
CBIA**

Domain
- Human Resource Management
- Training Programme on Finance for Non-Finance Executives

Functional
- MS Office
- Record Management and Right to Information
- Advanced course on record management
- Handling parliamentary matters
- Noting, drafting, and preparing cabinet notes
- Matters Related to RTI
- Training for disciplinary matters

**NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta**

Functional
- E-Office
- Make presentations like a pro
- Noting, drafting, and preparing cabinet notes

Behavioral
- Stress management & performance coaching
- Managerial effectiveness through stress management
- Effective business communication
- Leadership and team building

**Udemy
Coursera**

Functional
- The complete PowerPoint and presentation skills masterclass

Behavioral
- Work ethics and corporate etiquettes
- Effective Communication for Today's Leader
- Business Communications

Industrial Finance - II

Designations

- Joint Secretary
- Deputy Secretary
- Assistant director
- Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies

- ✓ Accounting Fundamentals
- ✓ Financial Statement and Ratio analysis
- ✓ Quantitative and analytical ability
- ✓ Infernal MOU portals/dashboard
- ✓ Monitoring Capex of CPSEs
- ✓ Target setting and sectoral benchmarking
- ✓ Assessment of MOU framework
- ✓ MOU framework, 2022-23 onwards
- ✓ Preparation of Proposals/reports
- ✓ Corporate governance in CPSEs

Functional Competencies

- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal

Behavioral Competencies

- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team member
- ✓

Immediate Requirements

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

Domain

- Understanding Financial Position of an organization
- Budget
- Budgetary System in Government

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain

- ✓ Internal Portals/ dashboards of DFS (MOU)
- ✓ Assessment of MoU Performance
- ✓ Scope & Methodology of CAG & Internal Audits
- ✓ Target Setting and Sectoral benchmarking
- ✓ MoU Framework, 2022-23 and onwards

Functional

- ✓ DFS Internal Dashboard
- ✓ PMO Portal
- ✓ E – Samiksha Portal

ISTM NIFM National Statistical Services Training

Domain

- ✓ Financial management in Govt, PSUs and autonomous bodies
- ✓ Training program on Analysis of Financial statement
- ✓ Record management
- ✓ Formulation and implementation of budget and income tax
- ✓ Outcome budget workshop

Functional

- ✓ MS Office
- ✓ Noting, drafting and preparation of cabinet notes
- ✓ Handling Parliamentary matters
- ✓ Statistical tools & techniques

IIM Calcutta IIM Bangalore IIM Lucknow Swayam NIC Institute of Corporate Learning

Domain

- ✓ Financial Accounting & Analysis
- ✓ Corporate Governance & Risk Management for State & Public Sector Organisation

Functional

- ✓ E-Office

Behavioral

- ✓ Managerial Leadership and Conflict Resolution
- ✓ Workplace Conflict - An Opportunity for Growth
- ✓ Effective Business Communication
- ✓ Communication and Presentation Skills
- ✓ Interpersonal Effectiveness and Leadership Excellence
- ✓ Leadership Communication Persuasion and Influence

Establishment and Surplus Division

Designations
- Additional Secretary
- Joint Secretary
- Director
- Under Secretary

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies
- ✓ Staff training and employee lifecycle
- ✓ Staff grievances and vigilance procedures
- ✓ Claims and payouts

Functional Competencies
- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal

Behavioral Competencies
- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team members

⏱ Immediate Requirements

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

iGOT Integrated Government Online Training

Functional
- MS Office (Basic and Advance)
- MS Office (Basic and Advanced)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Preparation of Cabinet Notes
- Right to Information Act – Part 1
- Right to information Act – Part 2
- Noting And Drafting

Behavioral
- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

📅 Yearly Requirements

Recommended Training Partners

DFS

Functional
- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

**ISTM
IGAF
CBIA**

Functional
- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

**NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta**

Functional
- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral
- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

**Udemy
Coursera**

Functional
- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Parliament Division

Designations	• Additional Secretary • Joint Secretary • Deputy Secretary • Under Secretary • Section Officer/ Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

- ✓ Methodology for collection, identification & marking of Parliament questions/ notices/ admitted questions and matters
- ✓ Preparation of facts and replies for pads of ministers
- ✓ Maintaining records of parliament related information
- ✓ Procedural knowledge on compilation and submission of material for Parliament Questions to other MDOs

Functional Competencies

- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal

Behavioral Competencies

- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team members

Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Functional
- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

ISTM
CBI Academy
NIC
Coursera
Indian Institute of Mass Communication

Functional
- ✓ Handling parliamentary matters
- ✓ Noting, drafting and preparing cabinet notes
- ✓ Matters related to RTI
- ✓ Training for disciplinary matters
- ✓ E-office
- ✓ MS office
- ✓ Record management and right to information
- ✓ Advanced course on record management
- ✓ Workshop on communication skills

Behavioural
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications
- ✓ Leadership and team building

NIC
Future Skills Prime (Global Gyan)
Udemy
ASCI, Hyderabad
IIM Lucknow & Calcutta
Swayam (IIM-B)

Functional
- ✓ E-Office
- ✓ Make Presentations Like A Pro
- ✓ The complete PowerPoint and presentation skills masterclass

Behavioural
- ✓ Work ethics and Corporate Etiquette
- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Communication and presentation skills
- ✓ Effective business communication

Coordination Division

Designations
- Additional Secretary
- Joint Secretary
- Director
- Under Secretary
- Deputy Secretary
- Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies
- ✓ Staff training and employee lifecycle
- ✓ Staff grievances and vigilance procedures
- ✓ Claims and payouts

Functional Competencies
- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal

Behavioral Competencies
- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team members

Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

**ISTM
IGAF
CBIA**

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

**NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta**

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

**Udemy
Coursera**

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Data Analysis Division

Designations	• Additional Secretary • Joint Secretary • Deputy Secretary • Under Secretary • Deputy Secretary • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies

✓ Analysis of Banking statistics
✓ Data collection, collation, and analysis relating to Financial Services Industry
✓ Procedural norms for dissemination of results/ other information in financial services sector
✓ Analysis of domestic/ international reports & publications on financial sector reform

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

ISTM
IGAF
CBIA

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

Udemy
Coursera

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Reservation and Welfare Division

Designations	• Additional Secretary • Joint Secretary • Deputy Secretary • Under Secretary • Deputy Secretary • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies

✓ Monitoring of Implementation of reservation policy in respect of SCs / STs / OBCs / Ex-servicemen / PwDs/ EWS in Financial Institutions

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

**ISTM
IGAF
CBIA**

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

**NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta**

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

**Udemy
Coursera**

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Insurance - I

Designations	• Additional Secretary • Joint Secretary • Director • Under Secretary • Deputy Director • Assistant section officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies

✓ HR procedures/ guidelines and Vigilance matters

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

⏱ Immediate Requirements

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

Domain

- Preventive Vigilance

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT: Ethics and Values
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication
- COMMIT: Team Building
- COMMIT: Motivation

📅 Yearly Requirements

Recommended Training Partners

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

DFS

Domain

- ✓ Human resource management
- ✓ Administrative Vigilance
- ✓ Vigilance Course

Functional

- ✓ MS Office
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Training for Disciplinary matters
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ E-office

Behavioral

- ✓ Leadership and team building

**ISTM
CBIA
NIC
Global Gyan
Indian Inst. Of mass
Communication**

Behavioral

- ✓ Leadership and team building
- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Communication and Presentation Skill

**AISC
Swayam (IIMB)
IIMC
IIML**

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

**Udemy
Coursera
Global Gyan**

Insurance II Division

Designations	• Additional Secretary/ Joint Secretary • Director • Under Secretary • Deputy Director • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

✓ Trend and development Analysis of Insurance Sector in India
✓ Understanding of FDI in Insurance sector
✓ Industry best practices in Insurance Sector
✓ Understanding of Taxation Laws in Insurance sector

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

⏱ Immediate Requirements

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

iGOT Integrated Government Online Training

Functional
- ✓ MS Office (Basic and Advance)
- ✓ Ways of enhancing presentation
- ✓ Right to Information part I & II
- ✓ Parliamentary Procedures
- ✓ Noting And Drafting

Behavioral
- ✓ COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- ✓ Code of Conduct for government employees
- ✓ Yoga of excellence
- ✓ Stress Management
- ✓ Effective communication

📅 Yearly Requirements

Recommended Training Partners

DFS

Domain
- ✓ Understanding of Taxation Laws in Insurance sector
- ✓ Industry best practices in Insurance Sector
- ✓ Trend & development Analysis of Insurance Sector in India

Functional
- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

ISTM
CBI Academy
NIC
Coursera
Indian Institute of Mass Communication

Functional
- ✓ Handling parliamentary matters
- ✓ Noting, drafting and preparing cabinet notes
- ✓ Matters related to RTI
- ✓ Training for disciplinary matters
- ✓ E-office
- ✓ MS office
- ✓ Record management and right to information
- ✓ Advanced course on record management
- ✓ Workshop on communication skills

Behavioural
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications
- ✓ Leadership and team building

Fusion Law School

Domain
- ✓ Certified Professional in Foreign Direct Investment (FDI) and FEMA

NIC
Future Skills Prime (Global Gyan)
Udemy
ASCI, Hyderabad
IIM Lucknow & Calcutta
Swayam (IIM-B)

Functional
- ✓ E-Office
- ✓ Make Presentations Like A Pro
- ✓ The complete PowerPoint and presentation skills masterclass

Behavioural
- ✓ Work ethics and Corporate Etiquette
- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Communication and presentation skills
- ✓ Effective business communication

Pension Reforms Division

Designations	
	• Additional Secretary • Joint Secretary • Under Secretary • Deputy Secretary • Assistant Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies

- ✓ Understanding of pension system and components of NPS
- ✓ Investment Management related to Pension System
- ✓ Financial Markets and Infrastructure
- ✓ Financial Risk Management
- ✓ Institutional knowledge of NPS
- ✓ Market Participants and operating structure of Pension System
- ✓ Architecture of National Pension Scheme
- ✓ Global best practices in Pension system
- ✓ Insurance (Actuarial knowledge)

Functional Competencies

- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal

Behavioral Competencies

- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team members

Immediate Requirements

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

Domain

- Pensionary Benefits

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees

Yearly Requirements

Recommended Training Partners

DFS

**ISTM
NICIGAF
CBIA**

**Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta
IIM Bangalore**

**Udemy
Coursera**

Domain

- ✓ Investment Management related to Pension System
- ✓ Institutional knowledge of NPS
- ✓ Market participants & operating structure of Pension System
- ✓ Architecture of National Pension Scheme
- ✓ Global best practices in Pension system
- ✓ Insurance (Actuarial knowledge)

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

Functional

- ✓ MS Office, E-office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

Domain

- ✓ Introduction to Banking and Financial Markets
- ✓ Executive Programme in FinTech, Banking & Applied Risk Management

Functional

- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Vigilance and Monitoring Division

Designations	
	• Additional Secretary/ Joint Secretary
	• Deputy Secretary/ Director
	• Under Secretary
	• Assistant section officer/ Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority.

Domain Competencies

- ✓ Functional understanding of financial services sector, banking system & products
- ✓ Operating model of banking institutions
- ✓ Loan life cycle including end-use &stress monitoring and EWS mechanism
- ✓ Fraud declaration rules & mechanism of banks
- ✓ Understanding of RBI rules & regulations specific to Vigilance and Frauds
- ✓ Understanding of Legal terminology specific to Vigilance
- ✓ Operationalization of Complaint Management System

Functional Competencies

- ✓ E-office- shared drive/ Knowledge management system
- ✓ Microsoft Office
- ✓ Collaboration/ Record Management
- ✓ DFS internal Dashboard
- ✓ Data resources management
- ✓ Presentation Skills
- ✓ Resource utilization and management
- ✓ Parliamentary Procedures
- ✓ RTI matters and appeals
- ✓ Noting / Drafting Procedures
- ✓ Handling Court matters
- ✓ E-Samiksha Portal

Behavioral Competencies

- ✓ Ethics and Integrity
- ✓ Stress Management
- ✓ Effective Communication/ Communication skills
- ✓ Collaboration and Teamwork
- ✓ Motivation to team members

Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain

- ✓ Functional understanding of financial services sector, banking system & products
- ✓ Loan life cycle including end-use &stress monitoring and EWS mechanism
- ✓ Fraud declaration rules & mechanism of banks
- ✓ RBI rules & regulations specific to Vigilance and Frauds
- ✓ Legal terminology specific to Vigilance
- ✓ Complaint Management System

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

**ISTM
CBI Academy
NIC
Coursera
Indian Institute of Mass Communication**

Functional

- ✓ Handling parliamentary matters
- ✓ Noting, drafting and preparing cabinet notes
- ✓ Matters related to RTI
- ✓ Training for disciplinary matters
- ✓ E-office
- ✓ MS office
- ✓ Record management and right to information
- ✓ Advanced course on record management
- ✓ Workshop on communication skills

Behavioural

- ✓ Effective Communication for Today's Leader
- ✓ Business Communications
- ✓ Leadership and team building

**Future Skills Prime (Global Gyan)
Udemy
ASCI, Hyderabad
IIM Lucknow & Calcutta
Swayam (IIM-B)
SBI via Edx**

Domain

- ✓ Digital Banking Business Model
- ✓ Introduction to Banking

Functional

- ✓ Make Presentations Like a Pro
  The complete PowerPoint and presentation skills masterclass

Behavioural

- ✓ Work ethics and Corporate Etiquette
- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Communication and presentation skills
- ✓ Effective business communication

General Administration and Cash Division

Designations	- Additional Secretary - Joint Secretary - Under Secretary - Deputy Secretary - Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies

✓ General Financial Rules (GFR)
✓ Audit matters
✓ GeM portal, PFMS (Public financial management system)

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

Immediate Requirements

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

Domain
- Course on GFR 2017
- Bid Participation, Buyer Dashboard, Catalogue Management, Government E Marketplace, Introduction to GeM for Buyers, Introduction to Sellers & Service Provider, Invoicing and payment Process, Payment process for Buyers, Registration of Buyers, Vendor Registration

Functional
- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral
- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain
✓ Audit matters

Functional
✓ DFS Internal dashboard
✓ Resource utilization and management
✓ E – Samiksha Portal

ISTM
IGAF
CBIA
NAIR
ASCI
ISSTD

Domain
✓ GFR- procurement of goods and services
✓ GFR and vigilance
✓ Public Procurement Principles and GeM
✓ Govt e-marketplace and financial rules

Functional
✓ MS Office
✓ Record Management and Right to Information
✓ Advanced course on record management
✓ Handling parliamentary matters
✓ Noting, drafting, and preparing cabinet notes
✓ Matters Related to RTI
✓ Training for disciplinary matters

NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta

Functional
✓ E-Office
✓ Make presentations like a pro

Behavioral
✓ Stress management & performance coaching
✓ Managerial effectiveness through stress management
✓ Effective business communication
✓ Leadership and team building

Udemy
Coursera

Functional
✓ The complete PowerPoint and presentation skills masterclass

Behavioral
✓ Work ethics and corporate etiquettes
✓ Effective Communication for Today's Leader
✓ Business Communications

Official Language Section

Designations	• Additional Secretary • Joint Secretary • Deputy Secretary • Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies

✓ Proficiency in Official Language Policy

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

Capacity Building Commission, Government of India

22nd Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain

- ✓ Official Language Policy

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

**ISTM
CBIA
NIC
Global Gyan**

Functional

- ✓ MS Office
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Training for Disciplinary matters
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ E-office
- ✓ Make presentations like a pro

**AISC
Swayam
IIM C
IIM L**

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

**Udemy
Coursera**

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Cybersecurity and FinTech

Designations	• Additional Secretary • Joint Secretary • Deputy Secretary • Under Secretary • Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies

✓ Understanding of cyber risks in the financial services sector
✓ Understanding of FinTech and Deep Tech
✓ Understanding of Functioning & initiatives by National Informatics Centre (NIC)

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation Skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

Immediate Requirements

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

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain
- ✓ Understanding of Functioning & initiatives by National Informatics Centre (NIC)

Functional
- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

ISTM, CBIA, NIC, Global Gyan, SPV National police academy

Domain
- ✓ Cybercrime investigation and computer forensics
- ✓ Cyber crime
- ✓ Cybercrimes and cyber law
- ✓ Cyber forensics

Functional
- ✓ MS Office
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Training for Disciplinary matters
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ E-office
- ✓ Make presentations like a pro

Global Institute for IT management, AISC, Swayam, IIMC, IIML

Domain
- ✓ Digital Insurance Certificate

Behavioral
- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective
- ✓ business communication

Udemy Coursera

Domain
- ✓ Introduction to InsurTech
- ✓ Application of AI, InsurTech, and Real Estate Technology

Functional
- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral
- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

Office of the Custodian & Special Court

Designations	
	• Joint Secretary • Director • Under Secretary • Section Officer

Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority

Domain Competencies

✓ Knowledge of Legal matters and terminology
✓ Functional understanding of capital markets and operating model of financial institutions
✓ Financial statement analysis

Functional Competencies

✓ E-office- shared drive/ Knowledge management system
✓ Microsoft Office
✓ Collaboration/ Record Management
✓ DFS internal Dashboard
✓ Data resources management
✓ Presentation skills
✓ Resource utilization and management
✓ Parliamentary Procedures
✓ RTI matters and appeals
✓ Noting / Drafting Procedures
✓ Handling Court matters
✓ E-Samiksha Portal

Behavioral Competencies

✓ Ethics and Integrity
✓ Stress Management
✓ Effective Communication/ Communication skills
✓ Collaboration and Teamwork
✓ Motivation to team members

Immediate Requirements

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

Domain

- Understanding Financial Position of an organization

Functional

- MS Office (Basic and Advance)
- Ways of enhancing presentation
- Right to Information part I & II
- Parliamentary Procedures
- Noting And Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Yoga of excellence
- Stress Management
- Effective communication

Yearly Requirements

Recommended Training Partners

DFS

Domain

- ✓ Knowledge of Legal matters and terminology
- ✓ Functional understanding of capital markets and operating model of financial institutions

Functional

- ✓ DFS Internal dashboard
- ✓ Resource utilization and management
- ✓ E – Samiksha Portal

**ISTM
IGAF
CBIA
NIC
Global Gyan**

Domain

- ✓ Training Programme on Analysis of Financial Statements
- ✓ Training Programme on Finance for Non-Finance Executives

Functional

- ✓ MS Office
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Training for Disciplinary matters
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ E-office

**ILMS
AISC
Swayam
IIMC
IIML**

Domain

- ✓ Certificate Course in Labour Laws

Behavioral

- ✓ Stress management & performance coaching
- ✓ Managerial effectiveness through stress management
- ✓ Effective business communication
- ✓ Leadership and team building

Functional

- ✓ The complete PowerPoint and presentation skills masterclass
- ✓ Make presentations like a pro

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

**Udemy
Coursera**

A detailed list of courses along with type, institution/platform and mode of delivery has been highlighted in Annexure 2

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

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

Competency Type	Competency area	Non-training intervention type (Non-exhaustive)
Functional	Presentation Skills	Case study/role play/gamification
Behavioral	Ethics & empathy	Case study/role play
	Effective communication	Case study/role play
	Networking	On-site/Role play
	Negotiation	Case study/Role play
	Time management	Case study/gamification
	Stress management	Role play

Table IV: Non-Training interventions

3.4. Interventions at Organizational level

Interventions at Organizational level are essential to support the capacity building plan. These initiatives enhance the department-wide shared environment in which officials work. This encompasses changes made to processes, assets, partnerships, and relationships as well as to technology, data, and personnel management. Tables in Section 3.4.1 and 3.4.2 highlight prospective organizational interventions across the various aforesaid categories, which can then be further discussed to develop action plans. However, more extensive research may be needed to build an implementation strategy for the same.

3.4.1 Immediate priority initiatives

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

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

		Sustainable development goals	
		Reform initiatives of Government of India	
3	Conflict management	COMMIT: Conflict management & negotiation	
4	Team Building	COMMIT: Team Building	
5	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Sensitivity	
		Prevention of Sexual Harassment of Women at Workplace	
		Gender Equality and Development – Overview	

Table V: *Immediate Priority Initiatives*

A detailed list of courses along with type, institution/platform and mode of delivery has been highlighted in Annexure 2

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

Competency type	Competency name/area	Institute/Facilitator name	Course name
Organizational	Vision/mission/goals & objectives understanding	DFS Internal Knowledge Sharing Session	-
	Role & Responsibilities understanding	DFS Internal Knowledge Sharing Session	-
	Automation of manual tasks	1. Institute of Secretariat Training and Management 2. National Informatics Centre (NIC)	1. MS Office 2. E-Office
	Conflict management	IIM Bangalore	Workplace Conflict - An Opportunity for Growth
	Emerging technologies & Other global initiatives	1. Institute of Secretariat Training and Management 2. Indian Statistical Service training division	1. Big data analytics in Government 2. Sustainable development goals 3. IT and Data Analytics 4. AI & blockchain
	Willingness to adopt usage of latest technologies in Financial Services that will help DFS in implementing	1. IIM-Bangalore 2. IIT-Roorkee 3. Future Skills Prime, Skillup by Simplilearn, edureka	1. Artificial Intelligence (AI) and Analytics Based Business Strategy, Creating Business Value

more citizen centric policies	4. iGOT, AJNIFM, Future Skills Prime, IIM – Kozhikode, Shaheed Sukhdev College of Business Studies (CBS) 5. Coursera 6. Institute for Development and Research in Banking Technology 7. Global Institute for IT management 8. University of Pennsylvania via Coursera	2. Certificate course on Artificial Intelligence and Deep Learning 3. Data Visualization courses 4. Data Analytics courses 5. Introduction to InsurTech 6. Emerging AI/ML Technologies for Smart Banking 7. Digital Insurance Certificate 8. Application of AI, InsurTech, and Real Estate Technology

Table VII: Yearly Priority Initiatives

A detailed list of courses along with type, institution/platform and mode of delivery has been highlighted in Annexure 2

3.5 Proposed Induction Program

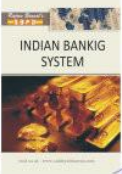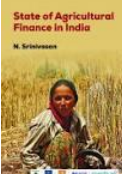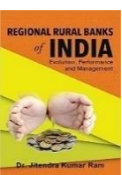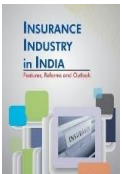The following aspects are recommended to be included in the induction program being developed for the department:
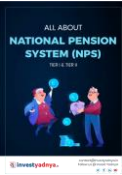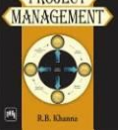
Topics	Competency Type
Understanding of DFS's Vision and mission	Organizational level
Understanding of DFS's Mandate	Organizational level
Understanding of Roles & Responsibilities within DFS	Organizational Level
Individual role contribution towards Vision, Mission, Goals/ Objectives of DFS	Organizational Level
Financial Services sector functioning review	Organizational Level
Trainings on DFS internal dashboards/ portals	Organizational Level
Overview on ecosystem players in the financial services sector including regulatory bodies	Organizational Level

Table VIII: Proposed Induction Program

3.6 Other Interventions

3.6.1 Recommended books for the department

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

	Indian Banking System Applicable for: Banking Operations – I, II & III, Banking Operations and Accounts – I & II
	State of Agricultural Finance in India Applicable for: Agriculture Credit
	Regional Rural Banks of India: Evolution, Performance and Management Applicable for: Regional Rural Bank Section
	Insurance Industry in India: Features, Reforms & Outlook Applicable for: Insurance – I & II
	All about NPS (National Pension System) – Tier one & Tier two Applicable for: Pension Reforms
	HRM Practices in Indian Banks Applicable for: Industrial Relations
	Project Management Applicable for: All employees of the department
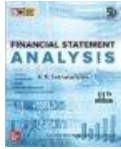
	Financial Statement Analysis by K R Subramanyam Applicable for: All employees of the department

Table IX : *Books recommended to the department*

3.6.2 Tie ups with research agencies for sector specific report

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

Annexures

Annexure 1: Overview of Ministry of Finance and DFS

Overview of the Ministry of Finance

Aspect	Description
About	The Ministry of Finance is a ministry within the Government of India concerned with the economy of India, serving as the Treasury of India. It concerns itself with taxation, financial legislation, financial institutions, capital markets, centre and state finances, and the Union Budget. It is the apex controlling authority of four central civil services namely Indian Revenue Service, Indian Economic Service, and Indian Civil Accounts Service. It is also the apex controlling authority of one of the central commerce services namely Indian Cost and Management Accounts Service.
Departments	- Department of Expenditure - Department of Revenue - Department of Financial Services - Department of Investment and Public Asset Management - Department of Economic Affairs - Department of Public Enterprises

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

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

- Strategic Disinvestment
- Minority Stake Sales
- Asset Monetization
- Capital Restructuring

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

2. **Department of Financial Services**

The Department of Financial Services is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy pertaining to CPSEs. It lays down policy guidelines on performance improvement and evaluation, autonomy and financial delegation, and personnel management in CPSEs. It furthermore collects and maintains information in the form of a Public Enterprises Survey on several areas in respect of CPSEs.

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

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

5. **Department of Economic Affairs**

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

6. **Department of Financial Services**

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

Overview of Department of Financial Services

Vision and Mission

Vision: To foster a well-regulated and orderly growth of banking and insurance sector, to serve all citizens by developing a financially inclusive, insured, and pensioned society.

Mission:

The Department of Financial Services was created on 28th June 2007 by merging the erstwhile Banking and Insurance Divisions of Department of Economic Affairs. The Department of Financial Services (DFS) oversees several key programs / initiatives and reforms of the Government concerning the Banking Sector, the Insurance Sector, and the Pension Sector in India. The key flagship schemes being currently run / managed by the Department include the Pradhan Mantri Jan Dhan Yojana (PMJDY), Stand Up India, Pradhan Mantri Suraksha BimaYojana (PMSBY), Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY), Pradhan Mantri Mudra Yojana (PMMY), Atal Pension Yojana (APY) and the Pradhan Mantri Vaya Vandana Yojana (PMVVY). Department of Financial Services (DFS) is also implementing Emergency Credit Line Guarantee Scheme (ECLGS) under Aatma Nirbhar Bharat Abhiyan.

Vision is fulfilled through: -
- Policy support to the Public Sector Banks (PSBs), Public Sector Insurance Companies and Financial Institutions (FIs) i.e. National Bank for Agriculture and Rural Development (NABARD), Small Industries Development Bank of India (SIDBI), National Housing Bank (NHB), EXIM Bank, National Bank of Financing Infrastructure and Development (IIFCL),IFCI Ltd, National Credit Guarantee Trustee Company Ltd (NCGTC) and Central Registry of Securitization Asset Reconstruction and Security Interest of India (CERSAI) through policy guidelines, legislative and other administrative changes.
- Monitoring the performance of the PSBs, Public Sector Insurance Companies and Public Sector Financial institutions.
- Support to regulatory authorities i.e., Reserve Bank of India (RBI), Insurance Regulatory and Development Authority (IRDA), Pension Fund Regulatory and Development Authority (PFRDA) and NABARD.
- National Mission of Financial Inclusion through PMJDY
- Credit flow monitoring and coordination between industry, banks, financial institutions, insurance companies, regulators and concerned line ministries.
- Monitoring performance of the PSBs, Public Sector Insurance Companies and Public Sector Financial Institutions.

Functions/ Mandate

- The mandate of the Department of Financial Services (DFS) covers the functioning of Banks, Financial Institutions, Insurance Companies, and the National Pension System.
- **The key functions of the department are as follows:**
- **Administration of Acts[1] -** Export-Import Bank (EXIM Bank) Act, 1981, National Bank for Financing Infrastructure and Development Act, 2021, National Housing Bank Act, 1987, Small Industries Development Bank of India Act, 1989, Scheme for Financing Viable Infrastructure Projects, State Financial Corporation Act, 1951.

- **Administrative & policy matters -** Matters related to Public Sector Banks (PSB), Public Sector Insurance Companies (PSIC), Public Finance Institutes (PFIs) which includes appointments of Whole-time directors (WTDs) and Government Nominee Directors in PFIs. Providing Policy support to PSBs, PSICs and PFIs like National Bank for Agriculture and Rural Development (NABARD), Small Industries Development Bank of India (SIDBI), National Housing Bank (NHB), Export-Import Bank of India (EXIM Bank), National Bank for Financing Infrastructure and Development, India Infrastructure Finance Company Ltd. (IIFCL), Industrial Finance Corporation of India (IFCI), National Credit Guarantee Trustee Company Ltd. (NCGTC) etc. It also deals with policy issues pertaining to the concerned regulatory bodies such as the Reserve Bank of India (RBI), the Insurance Regulatory and Development Authority of India (IRDAI) and the Pension Fund Regulatory and Development Authority (PFRDA). DFS also deals with the legislative framework relating to debt recovery.
- **Implementation of Schemes –** Effective implementation of Emergency Credit Line Guarantee Scheme (ECLGS) as part of Atmanirbhar Bharat Abhiyaan to support eligible Micro, Small and Medium Enterprises (MSMEs) and business enterprises in meeting their operational liabilities and restarting their businesses in context of the disruption caused by the COVID-19 pandemic, Schemes for financing viable infrastructure Projects of IIFCL. Monitoring and development of flagship schemes such as Pradhan Mantri Jan Dhan Yojana (PMJDY), Pradhan Mantri Suraksha Bima Yojana (PMSBY), Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY), Pradhan Mantri Mudra Yojana (PMMY), Atal Pension Yojana (APY), Pradhan Mantri Vaya Vandana Yojana (PMVVY) and the Stand-Up India Scheme.
- **International Banking Relations** – DFS is responsible for managing International Relations (Banking), Multilateral/ Bilateral relations with international organizations such as WTO (World Trade Organization), JCCII (Japan Chamber of Commerce and Industry in India) etc. It also handles banking and finance related RCEPs(Regional Comprehensive Economic Partnership), CEPAs/CECAs/ FTAs of India with bilateral and multilateral partners.
- **Driving initiatives and reforms** relating to Financial Inclusion, Social Security, and Insurance coverage, credit flow to industries.
- "The Government of India (Allocation of Business) Rules, 1961" (As amended up to Amendment Series no. 370, dated 23rd December 2022) **DEPARTMENT OF FINANCIAL SERVICES (VITTIYA SEWAYEN VIBHAG) will cover the following subjects**:

Insurance
- Policy relating to general insurance; administration of the Insurance Act, 1938 (4 of 1938) and the General Insurance Business (Nationalisation) Act, 1972 (57 of 1972); and related matters, General Insurance and Reinsurance Companies in Public Sector.
- Policy relating to life insurance; Administration of the Life Insurance Corporation Act, 1956 (31 of 1956); and related matters, Life Insurance Corporation of India.
- Administration of the Insurance Regulatory and Development Authority Act, 1999 (41 of 1999) and related matters.
- The responsibility of the Central Government relating to matters concerning centrally administered areas in respect of any of the entries from 1 to 3 above.

Banking
- All matters relating to Indian banks, whether nationalised or not.
- All matters relating to foreign banks so far as their operations in India are concerned.
- All matters relating to Reserve Bank of India.

- All matters relating to Cooperative Banking.
- Matters concerning All India Development Financial Institutions, including those relating to, Industrial Development Bank of India (IDBI), IFCI Limited, Small Scale Industrial Development Bank of India (SIDBI) and Industrial Investment Bank of India (IIBI).
- Matters concerning Export-Import Bank of India.
- Administration of the Shipping Development Fund Committee (Abolition) Act, 1986 (66 of 1986).
- Matters relating to Scindhia Steamship Navigation Company.
- Matters relating to Infrastructure Development Finance Corporation (IDFC) and Infrastructure Leasing and Financial Services (ILFS).
- Chit Fund and other non-banking companies accepting deposits.
- Other matters relating to Banking in India.
- Matters relating to National Bank for Agriculture and Rural Development (NABARD).
- Administration of the Regional Rural Banks Act, 1976 (21 of 1976).
- Administration of the Recovery of Debts Due to Banks and Financial Institutions Act, 1993 (51 of 1993).
- Matters relating to implementation of the State Financial Corporation Act, 1951 (63 of 1951).
- Matters relating to implementation of the Sick Industrial Companies (Special Provisions) Act, 1985 including matters relating to Board for Industrial Financial Reconstruction (BIFR) and Appellate Authority for Industrial Financial Reconstruction (AAIFR).
- All matters relating to National Housing Bank.
- Administration of all other statutes, regulations and other laws connected with entries 38, 45 and 46 of the Union List.1
- Matters concerning Securitisation and Foreclosure.
- Administration of the Special Court (Trial of Offences Relating to Transactions in Securities) Act, 1992 (27 of 1992).
- Administration of the Banking Regulation Act, 1949 (10 of 1949), the Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970 (5 of 1970) and the Banking Companies (Acquisition and Transfer of Undertakings) Act, 1980 (40 of 1980), the Bankers' Books Evidence Act, 1891 (18 of 1891) and the Banking Service Commission Act, 1984 (44 of 1984) .
- Administration of the State Bank of India Act, 1955 (23 of 1955) and the State Bank of India (Subsidiary Banks) Act, 1959 (38 of 1959).
- The Reserve Bank of India (Amendment and Miscellaneous Provisions) Act, 1953 (54 of 1953).
- Administration of the State Agricultural Credit Corporation Act, 1968 (60 of 1968).
- Administration of the Public Financial Institutions (Obligation as to Fidelity and Secrecy) Act, 1983 (48 of 1983).
- Administration of the Deposit Insurance and Credit Guarantee Corporation Act, 1961 (47 of 1961).
- Administration of the Negotiable Instruments Act, 1881 (26 of 1881).
- Administration of the National Bank for Financing Infrastructure and Development Act, 2021 (17 of 2021) and related matters.

<u>Organizational structure</u>
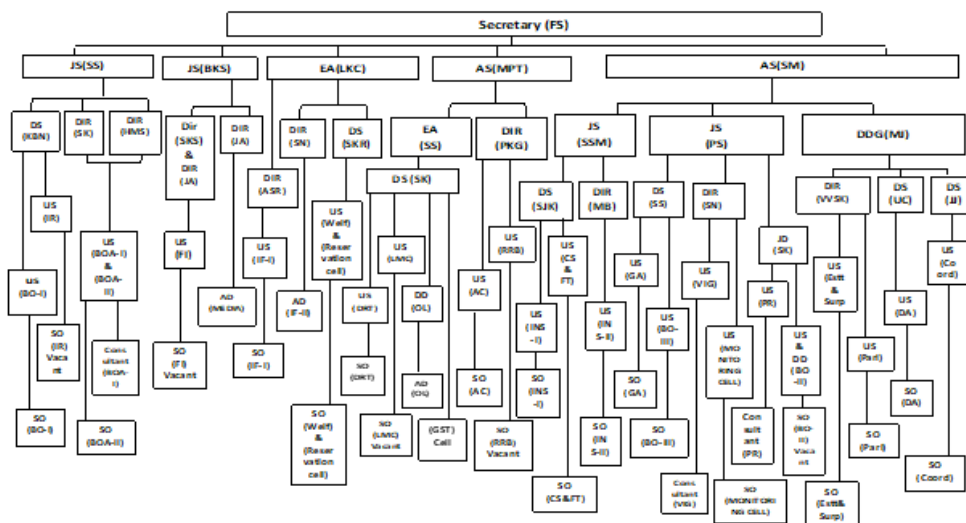
<u>Divisions</u>

Area	Nature of work
Common/ General Cases	1. Appointment of officials and Disciplinary Matters 2. Amendments in rules/ acts/ policy matters/ Changes or Modification in Scheme/ Capital Allocation/ FDI Proposals 3. Parliament & related matters 4. Wage Revision 5. Matters related to Expenditure Finance Committee (EFC) Note, Cabinet Note 6. Matters related to VIP References/ PMO 7. Legal fee reimbursement/ Bill payment to persons 8. RTI matters and appeals (including CIC appeals)

	9. Budget Matters/ Paras [for Economic Affairs (budget division)], CAG Paras & Audit Paras 10. Complaints of serious nature and court matters 11. Laying of Annual Report 12. Information for SOM related matters / Internal information related to Monthly DO to other section / File submitted for financial concurrence of IFD 13. Matters related to e-Samiksha 14. Information for Economic Survey / CPGRAMS/LIMBS / Bill Payment to Govt. of India Press/ Gazette Notification 15. Updating content on DFS website 16. Quarterly Hindi Report 17. e-Office implementation and record management

Section Specific

Sections	Roles in Brief
Agriculture Section	NABARD: • Matters relating to Board and appointment of Board Members • HR and administrative matters • Appointment of Statutory Auditor • Allocation and release of various funds 1. Matters of Cooperative Banks other than Policy Matters 2. Interest Subvention Scheme, ADWDRS-2008, STCCS, 23 DCCBs 3. Matters related to Sugar, Ethanol, Food Processing, Food Credit and Cash Credit Limit (CCL) 4. General Complaints, MIS Reports & Data Management, Website/ IT management, Cases where there is clear precedent, with approval of Competent Authority, Intra-Development references and follow-up reminders 5. P.G. Portal, AVMS (supremo) portal
Banking Operation - I	1. Appointment of Deputy Governor (DG), RBI 2. Appointment of Nominee Directors in PSBs, Guidelines and Formulation/modification in terms & conditions for appointment of Whole Time Directors in Public Sector Banks, Permission to the serving and retired WTDs for their nomination/joining on board of other entities. 3. All matters related to leave Overseas visits and LTC of Chairman, SBI, MD SBI and WTDs of Nationalised Banks 4. Fixation of salary of WTDs of PSBs 5. Intimation/ permission for acquiring/ disposal of Movable/ Immovable property — For Governor, DGs of RBI and WTDs of PSBs 6. Amendment in The Nationalized Banks (Management & Miscellaneous Provisions) Scheme, 1970/ 1980

	7. Request of serving WTDs for forwarding of their applications through proper channel to other entities for employment 8. Online grievances
Banking Operation - II	1. Amendments/ Notification of all Acts/ Regulations/ Rules related to Financial Systems like the Negotiable Instruments Act, 1881, the Chit Funds Act, 1982, the Prize Chits and money circulation Schemes (Banning) Act, 1978, the Banning of Unregulated Deposit Schemes Act, 2019, the Deposit Insurance and Credit Guarantee Corporation (DICGC), Act, 1961, the Payment and Settlement System Act, 2007, and the Factoring Regulation Act, 2011 2. State legislations – Protection of Interest of Depositors Acts of State Governments 3. International Relations (Banking)/ Multilateral Issues Cooperation in World Trade Organisation, Japan Chamber of Commerce and Industry in India (JCCII) and CEPAs/ CECAs/ FTAs of India with bilateral and multilateral partners 4. Clarifications sought by other Ministries/ Departments on International Relations (Banking)/ Multilateral Issues.
Banking Operations - III	1. Seeking comments from PSBs /FIs / PSICs on President Secretariat references / DPG etc. 2. Transferring of cases/issues received from individuals to other Ministries/Departments pertaining to them 3. NHRC Matters 4. Seeking reply from concerned organisations 5. Sending reply to NHRC Matters. 6. SCOVA/PRAGATI Meetings. 7. Defence Pension Adalat 8. DPG/DARPG Review Meetings. 9. Video Conferences (VCs)/ Meetings/ Review of PSBs/FIs/PSICs
Banking Operations and Accounts Section I & II	1. Administrative Mechanism for Resolution of CPSEs Disputes (AMRCD) for arbitration between PSBs and between PSBs and other Govt. Departments/PSEs 2. Dispute resolution committee (DRC) for disputes amongst PSBs
Data Analysis Section	1. Data analysis for Result Framework Document (RFD), UN e-Government Index & Digital Services, Sustainable Development Goals pertaining to DFS, Budget output -outcome framework and Speeches of FM/MOS on different occasions. 2. Financial sector assessment and sectoral credit analysis. 3. Banking Statistics regarding bank deposits and advances. 4. Rates of interest on bank deposits and advances. 5. Analysis of Reports of committees on Financial Sector Reforms etc. 6. Maintaining Management Information System - collection, collation of data relating to Banking Industry. 7. Circulation of Audit Requisition

	8. General complaints/ representations/ disposal of grievances on PG Portal 9. Matters w.r.t to Budget Announcements, Material for Annual Reports, Economic Survey, Global Indices – DGQI, FDI, GCI, STRI, ROLI etc. 10. Other Miscellaneous matters (with no policy implications)
Financial Inclusion Section	1. Work relating to Policy Matters of Pradhan Mantri Jan Dhan Yojna(PMJDY), Pradhan Mantri Mudra Yojna (PMMY), Stand Up India (SUPI), Credit Guarantee Fund for Micro Units (CGFMU), Credit Guarantee Scheme for Stand-Up India (CGFSI) 2. Allocation and Release of funds such as Financial Inclusion Fund (FIF), CGFMU, CGFSI, etc. 3. Matters pertaining to SLBC, Lead Bank Scheme, ATMs and Branch opening requests, Schemes of other Ministries / Departments and coordination with other Ministries / Departments for Implementation of Govt. Schemes, etc. 4. BC related policy matters including monitoring of their activities. 5. Work relating to G-20, GPFI, Economic Survey, Republic Day Matters, Aspirational Districts Programme – TFIIP, etc. 6. Matters related to Financial Literacy, NPCI, UPI, NSFI / FIAC / FSDC including TGFIFL, 7. Matters related to digital payments - NCMC / RuPay Card / ATM related issues, etc.; Digital Banking Units (DBUs), CADFI, Zonal Councils, LWE Matters, Issues related with J&K / North-East, etc. 8. DBT, UIDAI, Aadhaar Seeding of Accounts and related issues 9. Matters related to banking infrastructure- IPPB, GIS Application 10. Administrative matters for FI Section (and Mission Office). 11. Output-Outcome Monitoring Framework (OOMF) in relation to all Schemes. 12. Implementation and Review meetings/VCs (PMJDY, PMJJBY, PMSBY, PMSVANidhi, PMMY, SUPI, etc.) with Banks/FIs. 13. Matters pertaining to Weekly Flagship reports, , Intra-Departmental references and follow-up reminders, Data Management on SUPI / Mudra Portal, Jansuraksha Portal & FI Plan Portal, etc. 14. Complaints and General grievances redressal and work relating to Internal HR matters of Section.
Industrial finance-I Section	1. Material for Annual Reports/ Economic Survey/ India Year book 2. Govt. Guarantee information sought by other Departments/ Updation of PPR Portal 3. General complaints/ representation/ disposal of grievances on PG portal 4. Reporting of Data of Partial Credit Guarantee Scheme to DEA and other Departments 5. Govt. Guarantee proposals for approval/ Review of Guarantees 6. Notification/ Order of Appointment of Whole Time Directors in FIs 7. Processing appointment of WTD in FIs. Personal/HR matters and approvals of WTDs 8. Allocation of Budget. Nomination of Govt. Nominee Directors in FIs

	9. Capital Infusion in FIs under the administrative purview 10. Invocation of Govt. Guarantee by PSBs under PCGS 11. Appointment of Auditor in Exim Bank
Industrial Finance-II Section	1. Administration of the matters related to NHB, SIDBI, Micro finance & NCGTC. 2. Matters related to MSMEs, TReDS, SIDBI, SFCs, Credit Guarantee Fund for Micro and Small Enterprises, CGFMU, CGFSI, CGTMSE, CGFF. 3. Matters pertaining to general grievance redressal, intra-departmental communication as well as inter-departmental/inter-ministerial communication
Parliament and Coordination Section	1. Collection, identification and marking of Parliament Questions, Notices, admitted Questions, and getting the files approved from the Minister. 2. Preparation of facts and replies for pads of Ministers & keeping track and record of pending Assurances, Special Mentions. 3. Compilation and submission of material/Representations for Parliament Questions to other Ministries/Departments 4. Matters relating to Parliamentary Committee Visits for nomination of various levels 5. Organization of FM's meetings with CEOs of PSBs and regional consultative committee meetings. 6. Monitoring & Review of disposal of VIP references, PMO references, coordination of RBI pending matters. 7. Appointment of CPIOs, ACPIOs, AA and Nodal Section for RTI matters of DFS and to deal with CIC for Annual Report etc. 8. Monthly DO letter to Cabinet Secretary from Secretary 9. Updation of Induction Material for DFS
Regional Rural bank (RRB) Section	1. Appointment of Non-Official Directors on the Boards of RRBs 2. Amalgamation/ Extension of Area of Operation, Change of HQ etc. of RRBs 3. Sanction and release of fund to RRBs under Scheme, 'Recapitalization to RRBs', Restructuring of RRBs 4. Statutory Auditors for RRBs 5. HR Matters of RRBs 6. Matters related to lending to Priority Sector (PSL) and Minority Community, SCs/STs & Weaker Sections 7. PG Portal, RRB NOD Portal, MCL Portal
Welfare Section	1. Matters relating to policy, recruitment, promotion and welfare measures of SC/ST/OBC/PH/ PwDs/ EWS and Ex-servicemen in Public Sector Banks/Financial Institutions and Public Sector Insurance Companies (PSBs/FIs/PSICs). 2. Reply to Parliament Questions including seeking comments from PSBs/PFIs/PSICs and other Departments etc., seeking comments on President Secretariat references/ DPG/ other important references etc. from PSBs / PFIs / PSICs. 3. Transferring of cases / issues received from individuals to other Ministries / Departments pertaining to them

	4. NHRC / NCSC / NCST / NCBC / CCPWD / NCSK matters including seeking comments from concerned organisations and sending reply to NHRC / NCSC / NCST / NCBC / CCPWD / NCSK etc. 5. Work relating to material for Annual Report for DoPT, NCSC, NCST etc. 6. Forwarding of circulars/guidelines received DoPT, M/o SJ&E etc.
Office of Custodian	1. Matters related to Joint Parliamentary Committee (JPC) established to probe into irregularities in securities, deposits and transactions in Banks, insurance companies or Public financial institutions. 2. Disciplinary action against bank employees/executives involved in irregularities in securities transactions. 3. Establishment matters relating to Special Courts/Office of the Custodian. 4. All issues pertaining to continuation of posts, budget matters of the Custodian and Special Court including extension of the Custodian and appointment of Custodian.
Official Language Section	1. Implementation of Official Language Policy of the Government within the department and other governing offices/branches of organizations under the control of the Department. 2. Translation work relating to Parliament Questions. 3. Hindi Teaching Scheme and other miscellaneous work as mentioned in induction material of DFS. 4. Submission of inspection questionnaire to the Committee Secretariat and other relevant information during inspections by the Parliamentary Official Language Committee. 5. Provide department related information to the Hindi Advisory Committee of the Ministry 6. Submission of progress /annual assessment/ other relevant reports to concerned stakeholders
Pension Reforms	1. Reforms in the Pension Sector (including foreign investment in Pension Sector) 2. Policy matters with respect to NPS, Atal Pension Yojna (APY) and Swavalmban Scheme 3. All matters relating to PFRDA Act, 2013 including amendments and rules made thereunder 4. Advertisement and Notification for appointments of Chairperson and Board member of PFRDA, CVO in PFRDA, Budget and Funds of PFRDA 5. Sanction of foreign tour of Chairperson and Members in PFRDA 6. Nomination of Part Time Members in PFRDA, Trustees from Central Govt in NPS Trust 7. Sanction of leave of Chairperson and Members in PFRDA 8. Operational/ other than policy matters related to NPS, APY and similar Schemes viz. PMSYM/ PMKPY/ PMKMY/ PMLVMT etc. 9. Providing miscellaneous information to other Sections/ Departments
Debt Recovery Tribunal	1. Matters relating to establishment of DRTs/DRATs under the Recovery of Debts due to Banks and Financial Institutions Act, 1993 including appointment to all

	Group 'A' posts, framing recruitment rules, extension of deputation, premature repatriation, determining vacancies, etc. 2. Administration of Recovery of Debts and Bankruptcy (RDB) Act, framing or amending rules for implementing of the provisions of the Act. 3. Disposal of complaints and general grievance redressal 4. Seeking comments of DRATs/DRTs on complaints received in the Department 5. Reply to reference from Vigilance Division 6. Granting of Additional charge for the post of CPs/POs, other Group A posts of DRATs/DRTs 7. Grant of Casual Leave to Chairperson DRAT/PO/DRT, Earned Leave to Chairperson DRAT/PO 8. Matters relating to replying to clarifications sought by IFU and Financial proposals including BE/RE to be referred to Integrated Finance Units (IFU)
Insurance -I	1. Corporate governance, appointment and service matters pertaining to public sector insurers and AICIL, Insurance Regulatory and Development Authority of India, Council of the Institute of Actuaries of India, Insurance Ombudsmen, Council of Insurance Ombudsmen, recruitment & the terms & conditions of agents of the Life Insurance Corporation. 2. Amendments in Insurance Ombudsmen rules, Pension Rules/ Scheme of PSIs 3. Permission for Commercial Employment of WTDs of PSIs/ Chairperson and WTM of IRDAI 4. Disposal/ acquisition of property, Overseas Visits and any other personal matter by Chairperson/ Member of IRDAI/ Chairperson LIC 5. Disposal/ acquisition of property, Overseas Visits, Leave matter and any other personal matter of CMDs of PSGICs and GMDs of PSGICs/ MDs LIC
Insurance -II	1. Administration of the Insurance Act, 1938; Life Insurance Corporation Act, 1956; General Insurance Business (Nationalization) Act, 1972; Insurance Regulatory and Development Authority Act, 1999 and related matters. 2. Matters relating to release of allocated budget/re-appropriation of budget, allocation of work, comments on inter-department issued which is established under respective policies and powers delegated by HoD (Secretary) 3. Other matters as decided by the concerned Wing
Industrial Relation	1. Legislative Matters related to Amendments in various regulations of PSBs. (Officers Service Regulations, Officers Employees' Discipline and Appeal Regulations, Officers Employees' Pension Regulations, Officers Employees (Acceptance of Jobs in Private Sector Concerns after Retirement) etc. 2. Monthly D.O. letter on significant developments and BE/ Expenditure, EMC recommendations and pendency of PAC 3. Security Clearance for the officials nominated for overseas posting 4. Miscellaneous matters (with no policy implications) Material for Annual Reports/ Economic Survey/ India Year book 5. Service matters of PSBs including IDBI/ RBI, Pension matters of NABARD.

	6. Industrial Disputes Act matters, HR policy matters/ reforms relating to PSBs and RBI Bipartite Settlement and Associations in the Banking Industry, promotion, and HRD in banks. 7. IB report about political activities of bank employees. 8. Pay & allowance of Bank employees in overseas banks. 9. General complaints/ representations
Establishments	1. Matters pertaining to the Officers and Staff of DFS including payroll processing, settlement, providing grant/ advances/ permissions w.r.t. claims, PF withdrawal, reimbursements, etc. 2. Appointment and Renewal of AMA 3. Other administrative, personnel (HR), training and operational matters non-financial in nature matters within the department 4. Miscellaneous matters under conduct rules not covered otherwise
General Administration	1. Managing utilities, Petty works/ repairs, housekeeping, furniture and fixtures, cleanliness, stores, canteen, R&I, library, Staff Car Drivers, vehicles to the officers of DFS, etc. 2. Managing all office equipment including purchase of computer hardware and maintenance of computers, printers and other equipment 3. Matters relating to municipal rates and taxes 4. Providing of Identity Cards to the Staff of DFS and CMDs/EDs/PROs of Public Sector Banks/Financial Institutions/Insurance companies, etc.
Vigilance	1. Sanction for prosecution, charge sheeting for penalty proceedings in respect of EDs & CMDs in PSBs/PSICs/FIs 2. Disagreement cases for sanction for prosecution where the DA is not the FM and the cases are being referred to DoPT 3. Matters pertaining to group of Officers/Committee of Secretaries 4. Complaints against Whole Time Directors (WTDs) of PSBs/FIs 5. Consultation and coordination with CVC/CTE. 6. Nomination/ Appointment/ Tenure extension/ Review of APAR of CVOs for PSBs/FIs/PSICs. 7. Correspondence with CBI. 8. Court cases within the policy framework and where DFS is proforma party 9. Annual Action Plan on Anti-Corruption measures 10. Investigation of cases of frauds by CBI & RBI 11. Matters under Prevention of Corruption Act 12. Vigilance clearance in respect of officers in PSBs/PSICs/FIs and staff of DFS/DRT
Cybersecurity and FinTech Section	1. Matters relating to overall cybersecurity for the financial services sector and in the Department 2. Coordination of FinTech and Deep Tech (artificial intelligence, big data, block chain, etc.) matters related to the financial services sector and the Department (other than matters related to e-payments in the banking system)
GST Cell	Overseas preparedness of all institutions under DFS to implement GST, to provide inputs to the "Banking, Financial and Insurance" Sectoral Group with reference to GST.

Reservation Cell	1. Assistance to the Liaison Officer for smooth functioning and discharging of his duties and responsibilities as Liaison Officer for SC/ST/OBC/EWS/ PwD. Coordination work for NHRC / NCSC / NCST / NCBC / CCPWD / NCSK matters 2. Preparing reply to Parliament Questions/National Commission for SC/ST/OBC/PwD in respect of SC/ST/ OBC/EWS/PwD staff of the Department and submission of all reports / information to other Ministries / Departments / Parliamentary Committees, etc. 3. Preparation / maintenance of reservation roster of SC / ST / OBC / EWS / PwD for the proper secretariat 4. Seeking comments on PMO / President Secretariat references/ DPG/ VIP/ other important references etc. from concerned sections of DFS 5. Maintenance of data of SC/ST/OBC/EWS/PwD staff of the Department.
Surplus Cell	All service matters and day to day administrative matters related to surplus staff of AAIFR & BIFR including their redeployment. Consultation with DoPT, handling of court cases of surplus staff. RTI and personal matters of surplus staff such as leave, retrial benefits, perks & allowances etc.
Monitoring Cell	End-to-end closure of general complaints against the officials of PSBs/PSICs/FIs involving allegations of fraud/vigilance angle wherein the official involved is below WTD

Overview of the department

DFS, as a department under the Ministry of Finance, has thirty divisions. Each of these divisions perform unique functions/roles allocated to them.

The department consists of 119 core employees and other supporting staff and is headed by the Secretary. Special Secretary, Joint Secretary and Advisors report directly to the Secretary. The remaining employees are spread over 30 divisions including Deputy Secretary, Director and below who report to their respective division heads.

S.No.	Designation	Areas	Count
1	Additional Secretary	• Regional Rural Bank • Agricultural credit • GST Cell • Debt Recovery Tribunal • Insurance – I & II • Official Language • Vigilance • Establishment & surplus • Parliament & coordination	2

		• BO – I/II/III • Monitoring Cell • Legal Monitoring Cell • General Administration	
2	Joint Secretary	• Banking Operation-I (BO-I), Industrial Relations (IR), Banking Operations and Accounts-I (BOA-I), Banking Operations and Accounts-II (BOA-II) • Financial Inclusion (FI), Media • Insurance-I, Cyber Security and Fintech, Insurance -II • Banking Operations- II (BO-II), Pension Reforms (PR), Banking Operations- III (BO-III), General Admin, Vigilance & Monitoring	4
3	Economic Advisor	• Industrial Finance-I, Industrial Finance-II (including matters related to AAIFR), BIFR/ Winding up cell, Welfare, Reservation Cell • Debt Recovery Tribunal (DRT), Official Language (OL), GST Cell for Financial Services (GST), Legal Monitoring Cell (LMC)	2
4	Deputy Director General	Coordination, Establishment & Surplus, Parliament, Data Analysis	1
5	Director	• Proceeding on leave • Banking Operations and Accounts-I (BOA.I) • Vigilance and Monitoring Cell • Financial Inclusion (FI) • Agriculture Credit (AC), Regional Rural Bank (RRB) • Insurance-II • Banking Operations and Accounts-II • Insurance-I • Parliament, Establishment, Surplus Cell • Financial Inclusion, Media • Debts Recovery Tribunal (DRT), GST Cell for Financial Services	11
6	Deputy Secretary	• Industrial Finance-ll, BIFR/winding up Cell, Educational Loan & Vidya Lakshmi Portal and Cyber Security and Fintech. • Banking Operations-III (BO-III), General Administration (GA) • Coordination • Welfare and Reservation Cell • Banking Operations-I, Industrial Relation • Data Analysis • Legal Monitoring Cell (LMC) . Official Language (OL) • Industrial Finance - I	8
7	Joint Director	• Banking Operations-ll	1

		• Pension Reforms	
8	Deputy Director	• Industrial Finance-I (IF-I) and Industrial Finance-II(IF-II) Matters related to AAIFR, BIFR/Winding up Cell and Education Loan & Vidya Lakshmi Portal • Official Language • Attached with Office of Custodian and Legal Monitoring Cell • Data Analysis • Banking operation - II	3
9	Assistant Director	• Industrial Finance-II (IF-II) • Matters relating to AAIFR, BIFR/ Winding up Cell, Education Loan & Vidya Lakshmi Portal • Media • Official Language	3

Sectoral technology roadmap

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

1) **e-DRT Initiative**: e-DRT project has been implemented in all DRTs and DRATs and aims to bring in improved access, efficiency, and transparency. e-DRT provides access to e-filing, e-payment of fees, cause list generation and a case information system that enables viewing of case status, orders, and judgments. Functional and technical aspects under the department's capacity building exercise for this initiative will be key to the success of e-DRT operations.
2) **Capacity building on Digital Innovation in FS Sector**: With the introduction of technology trends in the Financial Services sector such as FinTech, InsurTech, Regtech, Business and Data Analytics, Web 3.0, Open Banking, Regulatory Sandbox, Open Credit Enablement Network (OCEN), Artificial Intelligence (AI), business analytics, machine learning etc. In order to become agile & future oriented, DFS officials should be aware of the implications of the disruption happening in the sector. Hence, including modules on such technological trends in the capacity building exercise for the department will ensure relevancy and continuity.
3) **Dashboard and Data Analytics**: Augmenting the usage in terms of tool-based analytical assessments and ensuring future-proof utilization of the following dashboards currently in-use will form part of the capacity building exercise for the department:
   - **DFS Internal dashboard:** A central dashboard for Public Sector Banks (PSBs) which contains all information regarding key governance metrics is live and in-use within the department.
   - **Dashboard on scheme-wise statistics (external):** A dashboard consisting of statistics on various DFS schemes such as PMJDY, PMJJBY, PMSBY, MUDRA, etc. is maintained and updated by the department officials.

Citizen centric goals

- **Improving the efficacy of banking system:** Promoting Enhanced Access and Service Excellence (EASE) through Regional Rural Banks (RRBs) for improving customer responsiveness, deepening financial inclusion and digitalization, enabling credit off-take, improved governance, strengthened risk management, customer-centric digital transformation, etc.
  - Further, ensuring an effective implementation of reforms such as Insolvency and Bankruptcy Code, Asset Quality Review (AQR), etc. for improving resolution and recovery of stressed assets & managing credit risk.
- **Improving the effectiveness of Debt Recovery Tribunals**: Effective implementation of DRT/ DRAT procedures for recovery of debts to safeguard consumer interest.
- **Effective implementation of schemes:** The department can also prioritize the effective implementation of various schemes targeting financial inclusion like Pradhan Mantri Jan Dhan Yojana, Atal Pension Yojana, Pradhan Mantri Suraksha Bima Yojana, Stand up India Scheme, Pradhan Mantri Vaya Vandana Yojana, Pradhan Mantri Jeevan Jyoti Bima Yojana, Pradhan Mantri Mudra Yojana, Emergency Credit Line Guarantee Scheme etc.

Department's legacy capacity building programs

Considering the divisional width of DFS, it is imperative for the department officials to be aware of various divisions and their functions. Since officers are inducted into the department at various levels with different skill sets, it would be beneficial to standardize the knowledge base for all capacity building programs/ trainings interventions.

The department's ongoing efforts in this regard are as follows:

Induction Booklet: DFS's induction booklet aims to provide a comprehensive view for all new joinees about the department functioning across various levels. The module covers topics such as sectoral focus, citizen charter (including vision, mission, and mandate), work allocation among senior officials and department sections, organization structure, various initiatives, schemes, and performance statistics measured by the department.

Legacy capacity building for DFS personnel

DFS has also leveraged courses offered by educational/training institutes like Indian Institute of Public Administration (IIPA), IIM Kozhikode & SAARTAC and Central Hindi Training Institute as these institutes offer varied courses and training programs related to Official language, public administration, financial services etc. Indian Institute of Public Administration (IIPA) offers induction training for Candidates joined through Lateral Recruitment process. IIM Kozhikode & SAARTAC conduct Mid-Career level Training for IES Officers. Apart from the trainings highlighted above, there are various career level trainings being conducted by ISTM on regular basis.

Typically, the DoPT nominates the officials from DFS for various training interventions. In the last two financial years 61 officials up to the level of Directors were sent on online/offline training courses. The details are given below.

S. No	Grade	No of officers	Institution	No of weeks	Mode	Level
			Trainings Held in FY 2021-22 and 2022-23			
1	Director	5	ISTM/ IIPA	2 to 3	Offline/online	F level/Induction
2	Dy Secretary	1	IIM Kozhikode/ SAARTAC	4	Offline	Mid-Career
3	Under Secretary	2	ISTNM	3 to 5	Offline/online	D level
4	Dy Director	1	IIM Kozhikode/ SAARTAC	4	Offline	Mid-Career
5	Section Officer	7	ISTM	4 to 7	Offline/online	B and D level
6	Astt Section Officer	34	ISTM	4 to 12	Offline/online	A and B Level, Cash and Accounts, Foundation Phase one and two
7	Senior Secretariat	3	ISTM	4	Online	A Level
8	Principal Private Secretary	2	ISTM	3	Offline	IV level
9	Private Secretary	2	ISTM	3	Offline	III Level
10	Stenographer Gr. 'D'	2	ISTM	3 to 8	Online	I Level/Foundation
11	Personal Assistant	1	ISTM	3	Online	I Level
12	Senior Translation Officer	1	Central Hindi Training Institute	3	Offline	Training of Official Language Service

Annexure 2: Detailed Training Calendar

The level of courses suggested below has been divided into 4 categories i.e. Level -1 (L1), Level -2 (L2), Level – 3(L3) and level – 4 (L4) based on nature of content and duration.

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> 2 weeks          Level 4 (Expert)

1 to 5 Days        Level 3 (Expert)

Up to 1 Day        Level 2 (Advanced)

1 - 2.5 hrs        Level 1 (Basic)
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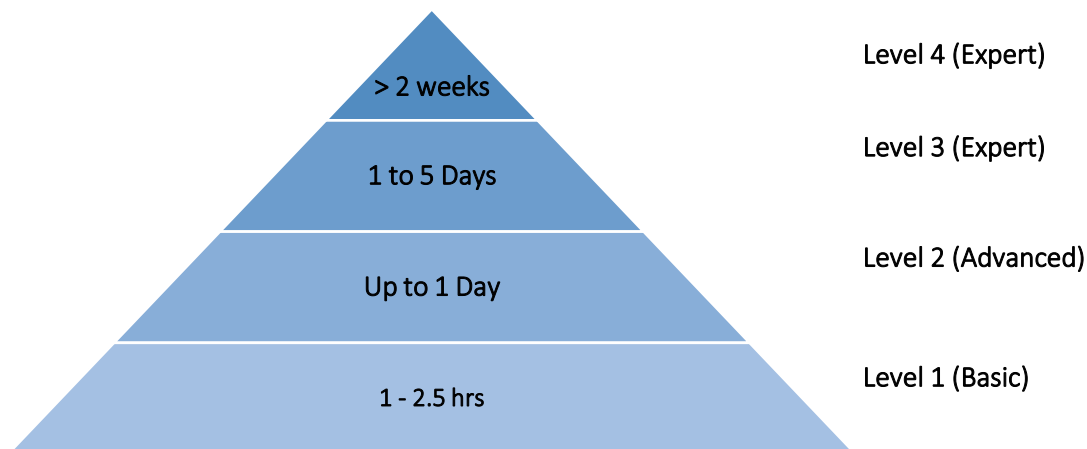
A. Training mode: Digital Learning

I. Mandatory Trainings

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Course Length
BO-I, RRB	Domain	Administrative and salary matters such as pay fixation, leave, LTC etc.	Pay Fixation	iGOT	Level 1	All	43min
			Travel Allowance	iGOT	Level 1	All	55 min
			Leave Rules	iGOT	Level 1	All	55 min
Industrial Finance-I/II, Data Analysis, Office of Custodian, BO-I/II/II, BOA -I &II	Domain	Financial Analysis	Understanding Financial position of an organization	iGOT	Level 1	All	43mins
Establishment and Surplus, Insurance-I, Vigilance & monitoring cell	Domain	Internal vigilance	Preventive Vigilance	iGOT	Level 1	All	1hr 30mins
Insurance-I, Pension reforms, BO-I/II, RRB	Domain	Knowledge on Corporate Governance and appointment process	Pensionary benefits	iGOT	Level 1	All	55mins

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Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Course Length
General admin and cash section	Domain	General Financial Rules (GFR)	Course on GFR 2017	iGOT	Level 1	All	1hr 43mins
Cyber Security & Fintech	Domain	Understanding of cyber risks	Cyber Security and strategy	iGOT	Level 1	All	2hrs 11mins
Financial Inclusion	Domain	Awareness of GIS applications	Introduction to GIS	iGOT	Level 1	Under Secretary / Section Officer/ Assistant section Officer	11 mins
		knowledge on Indian post payment bank (IPPB)	IPPB Micro ATM	iGOT	Level 1	Under Secretary / Section Officer/ Assistant section Officer	8 mins
			Procedure of IPPB account opening	iGOT	Level 1	Under Secretary / Section Officer/ Assistant section Officer	7 mins
		Managing Aspirational District Programs	Development challenges in tribal areas and aspirational districts	iGOT	Level 1	All	1hr 21 mins
Industrial Finance - I	Domain	Budget Allocation	Budgetary system in Government	iGOT	Level 1	All	45 mins
		Basics of accounts	Finance and Accounts	iGOT	Level 1	All	41 mins
		Infrastructure Financing	Infrastructure financing (presentation)	iGOT	Level 1	All	15 mins

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Course Length
			Public Private Partnerships (PPP) for Infrastructure Projects	iGOT	Level 1	All	2hr 24 min
All	Functional	Grievance redressal through CPGRAM	Public Grievance Handling and CPGRAM 7.0	iGOT	Level 1	All	2hr
All	Functional	Parliamentary procedures	Parliamentary procedures	iGOT	Level 1	All	2hrs
All	Functional	Parliamentary procedures	Noting and drafting	iGOT	Level 1	Under Secretary / Section Officer/ Assistant section Officer	2hrs
All	Functional	Record management	M15U6: Record management	iGOT	Level 1	Under Secretary / Section Officer/ Assistant section Officer	30mins
All	Functional	MS Office applications suite	Microsoft Excel for Beginners	iGOT	Level 2	Additional Secretary/ Principal Advisor/Joint Secretary /Director/Deputy Secretary	6hrs 55min
All	Functional	MS Office applications suite	Microsoft PowerPoint Beginners	iGOT	Level 2	Additional Secretary/ Principal Advisor/Joint Secretary /Director/De	2hrs 41min

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Course Length
						puty Secretary	
All	Functional	MS Office applications suite	Microsoft Word Beginners	iGOT	Level 2	Additional Secretary/ Principal Advisor/Joint Secretary /Director/Deputy Secretary	2hrs 56 min
All	Functional	Presentation skills	Ways of enhancing presentation	iGOT	Level 1	All	1hr 25mins
All	Functional	Government e-Marketplace	Government E Marketplace	iGOT	Level 1	Under Secretary / Section Officer/ Assistant section Officer	1hr 9mins
All	Functional	E-office	E-office	NIC	Level 2	All	4hrs
All	Behavioral	Ethics & Integrity	Ethics & values	iGOT	Level 1	All	50mins
All	Behavioral	Ethics, Integrity & rule consciousness	Code of Conduct for Govt. employees	iGOT	Level 1	All	35mins
All	Behavioral	Communication	Effective communication	iGOT	Level 2	All	7hrs 19mins
All	Behavioral	Stress Management	Yoga for excellence	iGOT	Level 1	All	1hr 10mins
All	Behavioral	Time Management	Time Management	iGoT	Level 1	All	1hr 15 min
All	Organizational	Gender sensitivity and prevention and redressal of sexual harassment of	Gender Sensitivity	iGOT	Level 1	All	50mins

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Course Length
		women at workplace					
All	Organizational	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Prevention of Sexual Harassment of Women at Workplace	iGOT	Level 1	All	1hr 51mins
All	Organizational	Data Analytics	Data driven decision making	iGOT	Level 1	All	2hr 30mins

II. Nomination-based/ Optional trainings

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
BO-I/II/II, Industrial Finance -I & II	Domain	Fundamentals of Banking & finance	Intensive Course on Banking & Finance	Udemy	Level 2	All	Optional	11 hr. 32 min
Insurance-II Cyber Security & Fintech	Domain	Knowledge on emerging technologies in insurance sector/ Understanding Fintech technology	Introduction to InsurTech	Coursera	Level 1	All	Nomination-based	56 mins
Vigilance and Monitoring Section, Cyber	Domain	Operating model of banking institutions	Digital Banking Business Model	SBI via edx	Level 4	All	Optional	4 Weeks (2-4 hrs./week)

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
Cyber Security & Fintech, BO-II								
RRB	Domain	Handling Audit, Statutory & HR matters w.r.t RRBs	Bank Audit – A complete Study	Udemy	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Nomination-based	11 hr. 30 mins
Insurance – I & II	Domain	Insurance Fundamentals	Fundamentals of Insurance 1 & 2	Udemy	Level 1	All	Optional	2 hrs.
Insurance-II	Domain	Understanding of FDI in Insurance sector	Certified Professional in Foreign Direct Investment (FDI) and FEMA	Fusion Law School	Level 4	Additional Secretary/ Principal Advisor/Joint Secretary	Optional	9 Months
All	Functional	MS Office applications suite	Excel Advanced	iGOT	Level 2	Under Secretary/ Section Officer/Assistant Section Officer	Nomination Based	3hrs 44mins
All	Functional	MS Office applications suite	PowerPoint Advance	iGOT	Level 1	Under Secretary/ Section Officer/Assistant Section Officer	Nomination Based	2hrs 18mins

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
All	Functional	MS Office applications suite	Word Advanced	iGOT	Level 2	Under Secretary/ Section Officer/Assistant Section Officer	Nomination Based	2hrs 49 mins
All	Functional	Parliamentary procedures	Preparation of cabinet notes	iGOT	Level 1	Under Secretary/ Section Officer/Assistant Section Officer	Optional	5hrs 10mins
All	Functional	Right to Information	Right To Information - Part 1 and Part 2	iGOT	Level 1	All	Nomination-based	55mins/ 41mins
All	Functional	Stakeholder management	Stakeholders in governance	iGOT	Level 1	All	Nomination-based	53mins
All	Functional	Government e-Marketplace	Bid Participation (GeM)	iGOT	Level 1	Under Secretary/ Section Officer/Assistant Section Officer	Optional	21mins
All	Functional	Government e-Marketplace	Buyer Dashboard (GeM)	iGOT	Level 1	Under Secretary/ Section Officer/Assistant Section Officer	Optional	16mins
All	Functional	Government e-Marketplace	Catalogue Management (GeM)	iGOT	Level 1	Under Secretary/ Section Officer/Assistant	Optional	42mins

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
						Section Officer		
All	Functional	Government e-Marketplace	Introduction to GeM for Buyers	iGOT	Level 1	Under Secretary/ Section Officer/Assistant Section Officer	Optional	10mins
All	Functional	Presentation skills	Master PowerPoint for All Levels - PowerPoint 2019 & 2016	Udemy	Level 1	All	Optional	2hrs 33 mins
All	Behavioral	Leadership	Self-leadership	iGOT	Level 1	All	Optional	1hr 16mins
All	Behavioral	Stress Management	Stress Management	iGOT	Level 1	All	Optional	2hrs 17 mins
All	Behavioral	Collaboration and teamwork	Team building	iGOT	Level 1	All	Optional	1hr 20mins
All	Behavioral	Critical thinking/Decision-making	Problem solving and decision-making	iGOT	Level 1	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Nomination-based	1hr 40mins
All	Behavioral	Leadership	Leadership and Team Development	iGOT	Level 1	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/D	Optional	50 min

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
						eputy Secretary		
All	Behavioral	Responsive behavior	Personal and professional effectives	iGOT	Level 1	All	Optional	1hr 30mins
All	Behavioral	Motivation	Motivation	iGOT	Level 1	All	Optional	1hr
All	Behavioral	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Equality and Development – Overview	iGOT	Level 1	All	Optional	1hr 45mins
All	Behavioral	Communication	Effective Business Communication	Swayam (IIM Bangalore)	Level 4	All	Optional	6 weeks
All	Behavioral	Time Management	Time Management Mastery: Productivity and goals	Udemy	Level 2	All	Optional	4hrs
All	Behavioral	Empathy	Communicating with Empathy	Udemy	Level 1	All	Optional	1hr
All	Behavioral	Change management	Embracing change	Future skills prime (NASSCOM - MietY)	Level 2	All	Optional	4hrs
All	Behavioral	Change management	EDP on Leadership and change management	XLRI	Level 4	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/D	Optional	6 months

Division	Competency type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
						eputy Secretary		
All	Organizational	Data visualization	Power BI for beginners	SkillUp by Simple Learn	Level 2	All	Optional	6hrs
All	Organizational	Data visualization	Tableau learning	SkillUp by Simple Learn	Level 2	All	Optional	5hrs
All	Organizational	Data Analytics	Python for Data Science	NIFM	Level 4	All	Optional	40hrs
All	Organizational	Data Analytics	Big Data foundation	Futureskills prime (Digital vidya)	Level 4	All	Optional	50hrs
All	Organizational	Artificial intelligence	Certificate course on artificial intelligence and deep learning	IIT R	Level 4	All	Optional	6 months

III. Knowledge on Legal Aspects

In addition to the training calendar, there are some additional suggested trainings for which concerned training partners need to be identified. It is suggested that DFS may develop these training courses by collaborating with government training institutes including CAFRAL, RBI, and Indian Institute of Corporate Affairs; National Law Schools, professional bodies like ICAI, ICSI, and training institutions of various PSBs such as State Bank of India, Bank of Baroda, Bank of Maharashtra, etc.

Such courses are to be curated on the specific portions of the act on which the majority of administrative work takes place, so that they retain a modular focus. **Such acts identified in this plan include**: The Nationalized Banks (Management & Miscellaneous Provisions) Scheme, 1970/ 1980, Negotiable Instruments Act,1881, The Prize Chits and money circulation Schemes (Banning) Act, 1978, Banning of Unregulated Deposit Schemes Act, 2019, Deposit Insurance and Credit Guarantee Corporation (DICGC), Act, 1961, Payment and Settlement System Act, 2007, Factoring Regulation Act, 2011, EXIM Bank Act, NaBFID Act, Recovery of Debts and Bankruptcy Act, 1993 (RDB Act), Securitization and Reconstruction of

Financial Assets and Enforcement of Security Interest Act, 2002 (SARFAESI), Insolvency and Bankruptcy Code, 2016 (IBC Code), Insurance Act, 1938, Life Insurance Corporation Act, 1956, General Insurance Business (Nationalization) Bill, Insurance Regulatory and Development Authority Act, 1999, Pension Fund Regulatory and Development Authority Act, 2013, Prevention of Corruption Act, 1988, Central Vigilance Commission, Industrial Disputes Act, 1947 and RBI Act, 1934

IV. *Knowledge on Government Schemes, and other core domain areas*

In addition to the training calendar, there are some additional suggested trainings for which concerned training partners need to be identified. It is suggested that DFS may develop these training courses by collaborating with government training institutes including those under various PSBs such as State Bank of India, Bank of Baroda, Bank of Maharashtra, etc.

The topics for such training courses are as follows: Pradhan Mantri Jan Dhan Yojana, Pradhan Mantri Mudra Yojana, Stand Up India, Credit Guarantee Fund for Micro Units, UPI, National Strategy for Financial Inclusion, Digital Payments/Rupay Card, Digital banking Units, Direct benefit Transfer, Business Correspondence, Priority sector lending, Kisan Credit Card Scheme, Interest Subvention Scheme and Procedural knowledge on Partial Credit Guarantee Scheme

B. Training mode: Physical/ Phygital/ Classroom Learning
I. *Domain - specific trainings*

Division	Competency type	Competency area	Course Name	Institute /Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
BO-I&II, Industrial Finance - I &II	Domain	Digital Transformations in Banking	Program on Digital Transformations in Banking	National Institute of Bank management, Pune	Level 3	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Nomination Based	4 days
Fintech & Cyber Security, Financial Inclusion	Domain	Fintech and Financial inclusion	Programme on Fintech and Financial Inclusion	National Institute of Bank management, Pune	Level 3	Additional Secretary/ Principal Advisor/Joint Secretary/ Director	Nomination Based	3 days

Division	Competency type	Competency area	Course Name	Institute /Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
Industrial relations, BO-I, RRB	Domain	Functioning of banking industry's HR Dept and policies in Banks/ Procedural Knowledge w.r.t. HR matters and HRD relating to PSBs and Associations in the Banking Industry	Human resource management	ISTM	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Nomination-based	-
Industrial relations, Industrial Finance-II, BO-I	Domain	• Functioning of banking industry • Understanding of banking business/ operating model	Training Programme on Finance for Non-Finance Executives	Institute of Government Accounts and Finance	Level 2	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Nomination-based	-
Industrial Finance-I & II, Data Analysis section	Domain	• Analysis of Banking statistics such as bank deposits, advances, interest rates, etc.	Statistical tools & techniques	ISTM	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Nomination-based	-
Industrial Finance-I&II, Data Analysis section	Domain	• Analysis of domestic/ international reports and publications on financial sector reform and Data Analysis	Data analysis and warehouse	Indian Statistical Service Training division	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Optional	-

Division	Competency type	Competency area	Course Name	Institute /Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
Establishment and Surplus division, BO-I, RRB	Domain	• Matters dealing with Extension of contract, payment of bonus, Wage revision of outsourced employee, Salary Bill of DEOs and MTSs	Human resource management	ISTM	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Nomination-based	-
Parliament Division, Reservation, and welfare division, Coordination	Domain	• knowledge on parliamentary matters including collection, identification & marking of Parliament questions/ notices/ admitted questions, matters, preparation of facts and replies for pads of ministers	Handling parliamentary matters	ISTM	Level 2	Under Secretary / Section Officer/ Assistant section Officer	Optional	-
Data Analysis section	Domain	• Data collection, collation, and analysis relating to Banking & Financial Services Industry through MIS	Statistical tools & techniques	ISTM	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Nomination-based	-
Data Analysis section,	Domain	• Preparation & analysis budget output-outcome framework	Outcome budget workshop	ISTM	Level 2	Director/Deputy Secretary/ Under	Optional	-

Division	Competency type	Competency area	Course Name	Institute /Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
Financial Inclusion						Secretary / Section Officer/ Assistant section Officer		
Data Analysis section	Domain	• Identification of Sustainable Development Goals (SDG) indicators pertaining to DFS	Sustainable development goals	ISTM	Level 2	All	Optional	-
Insurance-I, BO-I, RRB, Agricultural Credit	Domain	• HR procedures/ guidelines including procedures for appointment process	Human resource management	ISTM	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Optional	-
Insurance-I & II	Domain	Understanding of Non-Life Insurance	Comprehensive technical programme in general insurance	National Insurance Academy, Pune	Level 4	All	Nomination-based	3 weeks
Insurance-I & II	Domain	Understanding of Life Insurance	Comprehensive technical programme in life insurance (life)	National Insurance Academy, Pune	Level 3	All	Nomination-based	5 days
Insurance-I & II	Domain	Cyber Security in Life Insurance	Programme on cyber risk, liability, and insurance management (life)	National Insurance Academy, Pune	Level 3	All	Nomination-based	3 days
Insurance-II	Domain	Knowledge on emerging	Digital Insurance Certificate	Global Institute for IT	Level 1	All	Nomination-based	20 hrs.

Division	Competency type	Competency area	Course Name	Institute/Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
		technologies in Insurance Sector		management				
Office of the Custodian & Special Court	Domain	• Financial statement analysis	Training Programme on Analysis of Financial Statements	Institute of Government Accounts and Finance	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Optional	-
Office of the Custodian & Special Court	Domain	• Financial statement analysis	Training Programme on Finance for Non-Finance Executives	Institute of Government Accounts and Finance	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Nomination-based	-
Cyber Security and FinTech Section	Domain	• Understanding of cyber risks in the financial services sector	Cybercrime investigation and computer forensics	Central Bureau of Investigation Academy	Level 2	All	Nomination-based	-
Cyber Security and FinTech Section	Domain	• Understanding of cyber risks in the financial services sector	Cyber crime	Central Bureau of Investigation Academy	Level 2	All	Optional	-
Cyber Security and	Domain	• Knowledge of Deep Tech (artificial intelligence, big	AI & Blockchain	Indian Statistical Service	Level 2	All	Nomination-based	-

Division	Competency type	Competency area	Course Name	Institute /Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
FinTech Section		data, block chain, etc.)		training division				
Cyber Security and FinTech Section	Domain	• Knowledge of Deep Tech (artificial intelligence, big data, block chain, etc.)	Big data analytics in government	ISTM	Level 2	All	Optional	-
Cyber Security and FinTech Section	Domain	• Knowledge of Deep Tech (artificial intelligence, big data, block chain, etc.)	Artificial Intelligence (AI) and Analytics Based Business Strategy, Creating Business Value	IIM-B	Level 2	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Optional	3 Days
General Administration and Cash section	Domain	• General Financial Rules (GFR)	GFR- procurement of goods and services	Indian Statistical Service Training Division	Level 2	Director/Deputy Secretary/ Under Secretary / Section Officer/ Assistant section Officer	Optional	-
General Administration and Cash section	Domain	• GeM portal, PFMS (Public financial management system) • Administration matters related to DFS for utilities, furniture/ fixtures, office equipment and hardware,	Public Procurement Principles and GeM	Administrative Staff College of India (ASCI), Hyderabad	Level 3	Under Secretary / Section Officer/ Assistant section Officer	Optional	5 Days

Division	Competency type	Competency area	Course Name	Institute /Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
		corresponding payments, petty works & repairs						
Vigilance and Monitoring Section	Domain	• Knowledge on Vigilance systems/ procedures in RBI/PSB/FIs/PFRDA/IRDAI • Examination of fraud cases/ vigilance cases received from CBI/ CVC/ other law enforcement agencies	Administrative vigilance	ISTM	Level 2	All	Nomination-based	-
Pension Reforms	Domain	• Financial Markets and Infrastructure	Introduction to Banking and Financial Markets	IIM Bangalore	Level 4	All	Optional	5 Weeks
Pension Reforms	Domain	• Financial Risk Management	Executive Programme in FinTech, Banking & Applied Risk Management	IIM Lucknow	Level 4	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Optional	6 Months

II. *Functional and Behavioral trainings*

Division	Competency type	Competency area	Course Name	Institute/Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
All	Functional	Parliamentary Procedures	Handling parliamentary matters	Institute of Secretariat Training and Management	Level 2	Under Secretary / Section Officer/	Optional	-

Division	Competency type	Competency area	Course Name	Institute/Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
						Assistant section Officer		
All	Functional	E- Office	E-Office	National Informatics Centre	Level 2	All	Nomination-based	-
All	Functional	Handling Court Cases	Handling of CAT cases	Institute of Secretariat Training and Management	Level 2	All	Nomination-based	-
All	Behavioral	Stress management	Managerial effectiveness through stress management	IIM Lucknow	Level 3	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Optional	4 days
All	Behavioral	Communication Skill	Workshop on communication skills	Institute of Secretariat Training and Management	Level 2	All	Optional	-
All	Behavioral	Communication Skill	Communication and presentation skills	IIM Calcutta	Level 3	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Nomination-based	5 Days
All	Behavioral	Networking skills Motivation/Team Building/Leadership	Interpersonal Effectiveness and Leadership Excellence	IIM Calcutta	Level 3	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Optional	5 Days

Division	Competency type	Competency area	Course Name	Institute/Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
All	Behavioral	Negotiation Skills	Mastering negotiation and influence	ISB	Level 1	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Optional	2 Days
All	Behavioral	Conflict Management	Workplace conflict: An opportunity for growth	IIM Bangalore	Level 3	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Optional	4 Days
All	Behavioral	Decision Making	Strategic Decision Making and Risk Management	ISB	Level 3	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Optional	3 days
All	Behavioral	Decision Making	Design Thinking for Innovative Problem Solving	ISB	Level 3	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Optional	5 days
All	Behavioral	Change management	Leadership and change management	IIM Ahmedabad	Level 3	Additional Secretary/ Principal Advisor/Jo	Optional	5 Days

Division	Competency type	Competency area	Course Name	Institute/Platform	Proficiency level of current course	Applicable designations	Optional/ Nomination-based	Course Length
						int Secretary/ Director/Deputy Secretary		
All	Behavioral	Change management	Executive Development Program In Leadership & Change Management	Xavier School of Management (XLRI)	Level 3	Additional Secretary/ Principal Advisor/Joint Secretary/ Director/Deputy Secretary	Nomination-based	52 hrs.

In order to make the DFS officials aware of legal aspects and government schemes relevant to their department/division/sections, some readily available sources from RBI & India code websites have been listed below. Along with above sources some internal documents will be shared by the department within the officials as part of capacity building program.

Section	Skills/ Procedural Knowledge	Sources	Link/Source
Banking Operations - I	Handling Appointment of Govt Nominee & RBI Nominee Directors in PSBs	Past precedence on appointments of Directors in PSBs	Internal Documents
		RBI Act	https://rbidocs.rbi.org.in/rdocs/Publications/PDFs/RBIAM_230609.pdf
		SBI Act	https://www.indiacode.nic.in/handle/123456789/1553?sam_handle=123456789/1362
	Terms and conditions of appointment for board functionaries of Nationalized banks	Whole Time Officials Terms and Conditions	Government guidelines available internally within the department

Section	Skills/ Procedural Knowledge	Sources	Link/Source
	Managing Administrative and salary matter such as pay fixation, Leave, LTC etc. of Whole Time Directors (WTDs) in Nationalized banks	1. Internal books on LTC published by Swamy's Publication 2. DoPT Circulars (Pay Fixation, Leaves, etc.)	Documents available internally within the department
	The Nationalized Banks (Management & Miscellaneous Provisions) Scheme, 1970/ 1980	Banking Companies acquisition and Transfer of Undertaking Act, 1970	https://www.indiacode.nic.in/handle/123456789/1792?view_type=search
		RTI Act	https://www.indiacode.nic.in/handle/123456789/2065?view_type=search&sam_handle=123456789/1362
Banking Operations - II	Banning of Unregulated Deposit Schemes Act, 2019	Banning of Unregulated Deposit Schemes Act, 2019	https://www.indiacode.nic.in/handle/123456789/11641?view_type=search&sam_handle=123456789/1362
Banking Operation and Accounts-I and Banking Operation and Accounts-II Section	Handling Administrative mechanism for resolution of CPSEs Disputes between PSBs and Govt Departments	1. Bare Acts (based on knowledge associated w.r.t acts) 2. Internal Books on Acts and Rules by Swamy's Publication	Documents available internally within the department
	Managing Dispute Resolution Committee for disputes among PSBs		
Financial Inclusion Section	PMJDY – Pradhan Mantri Jan Dhan Yojna	1. Cabinet Note (Confidential - to be shared within the dept) 2. Vision Document (Confidential - to be shared within the dept)	Cabinet Note and Vision document available internally within the department
	PMMY – Pradhan Mantri Mudra Yojna		
	SUPI – Stand Up India		
	CGFMU – Credit Guarantee Fund for Micro Units		

Section	Skills/ Procedural Knowledge	Sources	Link/Source
	CGFSI – Credit Guarantee Scheme for Stand-Up India		
	SLBC - Lead Bank Scheme		
Regional Rural Bank	Handling Audit, Statutory & HR matters w.r.t RRBs	Standard operating procedure on Appointment of Statutory officials in RRBs	Standard operating procedure available internally within the department
	Administration of Priority Sector Lending (PSL)	Master Circular on the RBI website	https://www.rbi.org.in/Scripts/BS_ViewMasDirections.aspx?id=11959
Debt Recovery Tribunal	Appointment, Repatriation and deputation of posts across groups in Debt Recovery Appellate Tribunals (DRATs) /DRTs	DoPT guidelines	Guidelines available internally within the department
	Determination of Vacancy and issuing advertisement for various posts in DRATs/DRTs	DoPT guidelines	Guidelines available internally within the department
	Complaints redressal mechanism	CPGRAM Portal Guidelines	Guidelines available internally within the department
Industrial Finance - I	Handling General complaints/ representation/ disposal of grievances on PG portal	PG Portal Guidelines	Guidelines available internally within the department
	Administration of Govt. Guarantee proposals for approval/ Review of Guarantees	Government Guarantee Portal Guidelines	Guidelines available internally within the department
	Budget Allocation	Budget Portal Guidelines	Guidelines available internally within the department

Section	Skills/ Procedural Knowledge	Sources	Link/Source
Agriculture Credit	Handling Appointment of Board Members and Statutory Auditor for NABARD	NABARD Act	https://www.indiacode.nic.in/handle/123456789/1670?view_type=search&sam_handle=123456789/1362
	Managing allocation and Release of Funds to NABARD under different schemes		
	Modified Interest Subvention Scheme	RBI Circular on MISS Scheme	https://www.rbi.org.in/scripts/NotificationUser.aspx?Id=12411&Mode=0
	Short Term Co-operative Credit Structure (STCCS)	Gazette Notification on STCCS	https://www.rbi.org.in/scripts/PublicationsView.aspx?id=9814
	Kisaan Credit Card Scheme (KCC)	RBI Circular on KCC Scheme	https://rbi.org.in/scripts/BS_ViewMasCirculardetails.aspx?id=11034

Further, we have identified certain key competency areas based on insights derived from CNA wherein the knowledge and experience of **internal experts within the department, or external subject matter experts of repute** can be leveraged.

Thus, in addition to the training interventions suggested in training calendar we recommend the following topics that can be considered for training interventions via **departmental knowledge sharing sessions:**

Division	Competency type	Topic/area name
All	Functional	e-HRMS system
All	Functional	Legal Information Management System
All	Functional	e-Samiksha
All	Functional	Probity portal - Specific to Vigilance/ establishment
All	Functional	APMS (Audit Para management system) (Applicable to all divisions)
All	Functional	DFS Dashboard for monitoring schemes
Financial Inclusion	Domain	Knowledge on Internal portals such as SUPI/Mudra portal/ Jansuraksha portal/FI plan Portal
Industrial Finance - II	Domain	MSME sectoral knowledge
	Domain	Knowledge of technology supporting financial inclusion and access to credit
	Domain	Functioning of MFI sector and Self-Help Groups
RRB	Domain	Procedural knowledge on portals such as RRB NoD portal, MCL portal

Division	Competency type	Topic/area name
Agricultural Credit	Domain	Awareness of Food credit and cash credit limit on certain foods/grains
	Domain	Working knowledge of AVMS (supremo) portal
Data Analysis Division	Domain	Identification of Sustainable Development Goals (SDG) indicators pertaining to DFS
Insurance – II	Domain	Understanding of Taxation Laws in Insurance sector
	Domain	Assessment of Capital requirements, dividend payouts and performance evaluation of PSI/AICIL
Vigilance and Monitoring Section	Domain	Loan life cycle including end-use &stress monitoring and EWS mechanism
	Domain	Fraud declaration rules & mechanism of banks
Cyber Security & FinTech Section	Domain	Cyber Crisis Management Plan
	Domain	Standardization Testing and Quality Certification (STQC) Audit of DFS website
	Domain	Knowledge of global coordination on risk-based Crypto-Asset regulation in accordance with principles of Financial Stability and Investor Protection as evolving from the G-20 New Delhi Declaration and the FMCBG meeting in Marrakech.

Note for Internal knowledge sharing sessions:
1. These internal knowledge sharing sessions will be conducted by DFS's subject matter experts or industry experts.
2. While short-term needs of the department on the above identified topics/areas can be met by conducting internal knowledge sharing sessions but for the long-term benefit of the department, we recommend mandatory training modules (in line with proficiency levels) to be co-created/identified by CBC, department, and relevant accredited institutes/platforms/think tanks.
3. The finalization of the digital courses offered by private players such as Udemy, Coursera, Unacademy, or curated by pairing instructional designers or e-learning agencies with renowned think tanks like Policy4.0, Esya Centre, Vidhi Centre for Legal Policy etc are subject to agreements between department, knowledge providers and e-learning/digitization agencies.

Note *(applicable across Annexure 2)*:
1. For department's efficient capacity building, it is recommended that the officials start undertaking the mandatory training courses on iGOT on an *immediate basis*.
2. For training interventions recommended under the category '*Nomination-based*', officials required to undergo the said training will be nominated/selected by the department.
3. There are certain courses which have been marked as 'Optional'. These courses may be undertaken by the officials on need basis.