



CAPACITY
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Performance Measurement

Approach for MDOs

Innovation, Knowledge, and Research Pillar of the Capacity Building Commission

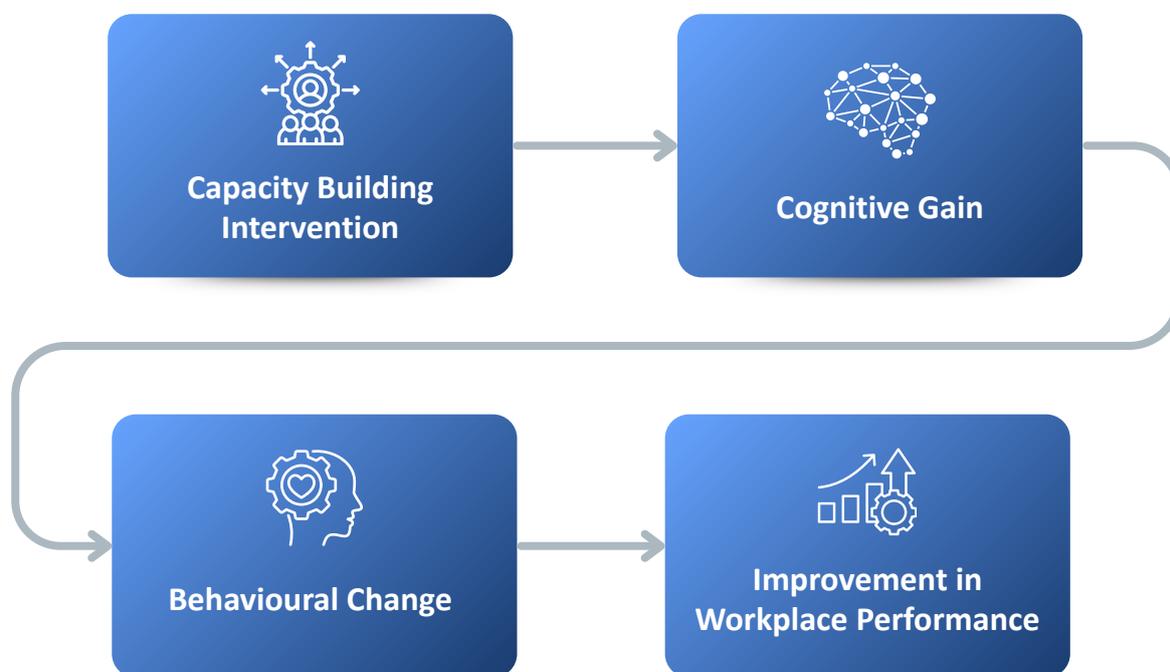
November 2025

Need for Comprehensive Performance Measurement

Mission Karmayogi envisions a goal-oriented, competency-based approach to capacity building, performance management, and human resource development within the Indian civil service. It seeks to equip each civil servant with the behavioural, functional and domain competencies required for their role - whether that is a strategic, tactical, or operational.¹

The Government of India is strengthening Union and State Ministries' and Departments' capacity through initiatives like Capacity Building Plans, the iGOT Karmayogi platform (used by over 1.4 crore civil servants), and the National Learning Week to build role-relevant competencies and drive behavioural and performance improvements at individual and institutional levels.²

Figure: Competency Acquisition and Demonstration Process



While these capacity building efforts may lead to cognitive gains, no system currently measures their effectiveness or impact on performance. As these interventions expand, it is essential to establish a clear framework to assess their effect on civil service outcomes. The CBC sets out a methodology for MDOs to evaluate how learning improves individual performance and service delivery, ensuring capacity building efforts deliver tangible results.

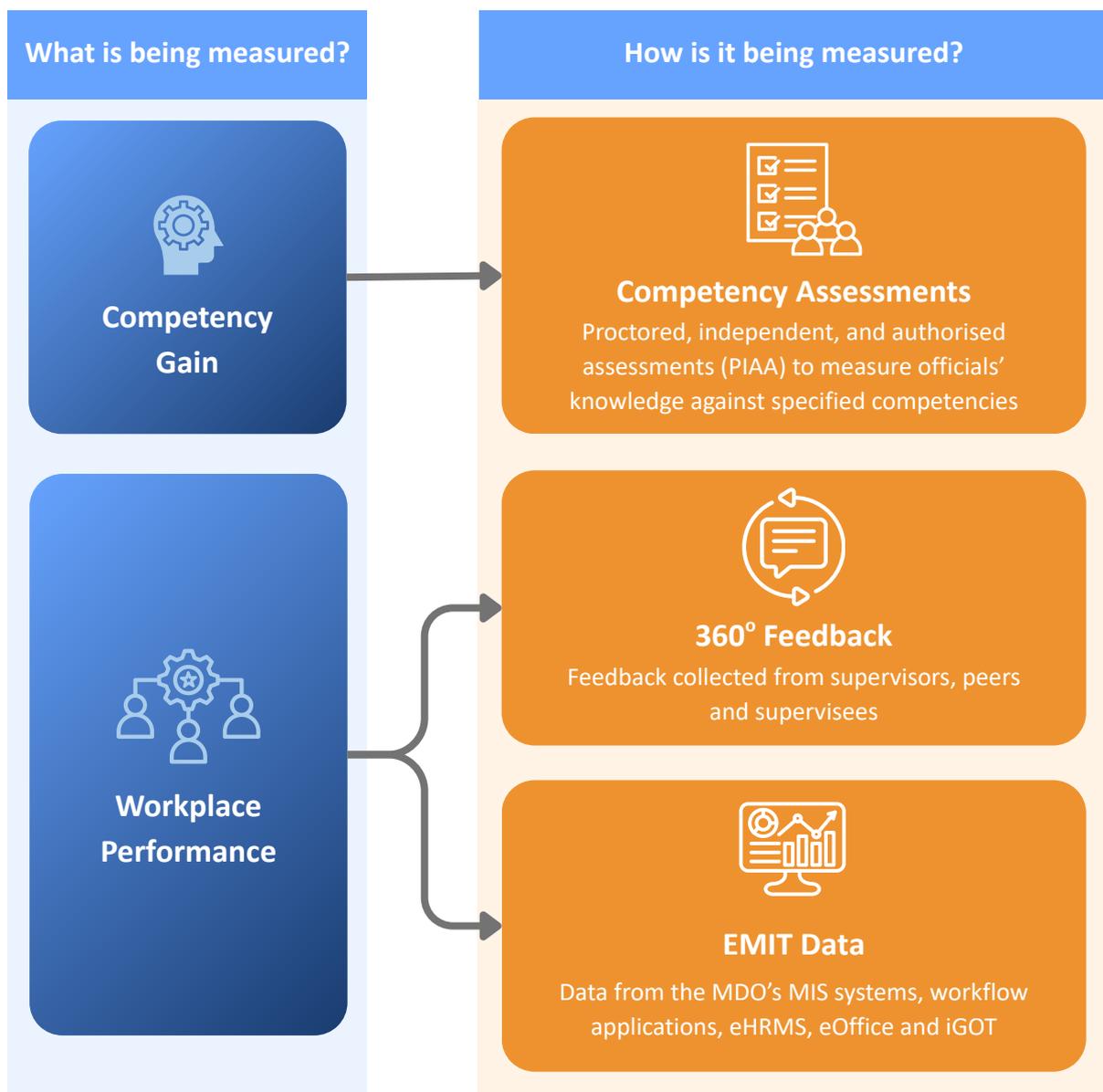
1. Officials in strategic roles define the overarching vision of MDOs, determine policies in alignment with national goals, and drive citizen outcomes through leadership and collaboration; officials carrying tactical roles translate strategy into action through planning and resource mobilisation; and those in operational roles execute tasks with precision, uphold service quality, and solve problems to maintain process integrity.

2. OECD, [OECD Public Governance Reviews Skills for a High Performing Civil Service](#), OECD Publishing, 2017: 99.

Performance and Competency Measurement Methodology

The performance measurement methodology focuses on measuring cognitive gain and workplace performance and involves deploying three measurement tools: competency assessments, 360-degree feedback assessments, and Event or Metadata Informed Tracking (EMIT) data. Data collected from these three tools can be triangulated and combined to provide a holistic measurement of an individual's performance.

Figure: Comprehensive Data Collection Tools for Measuring Competency and Performance

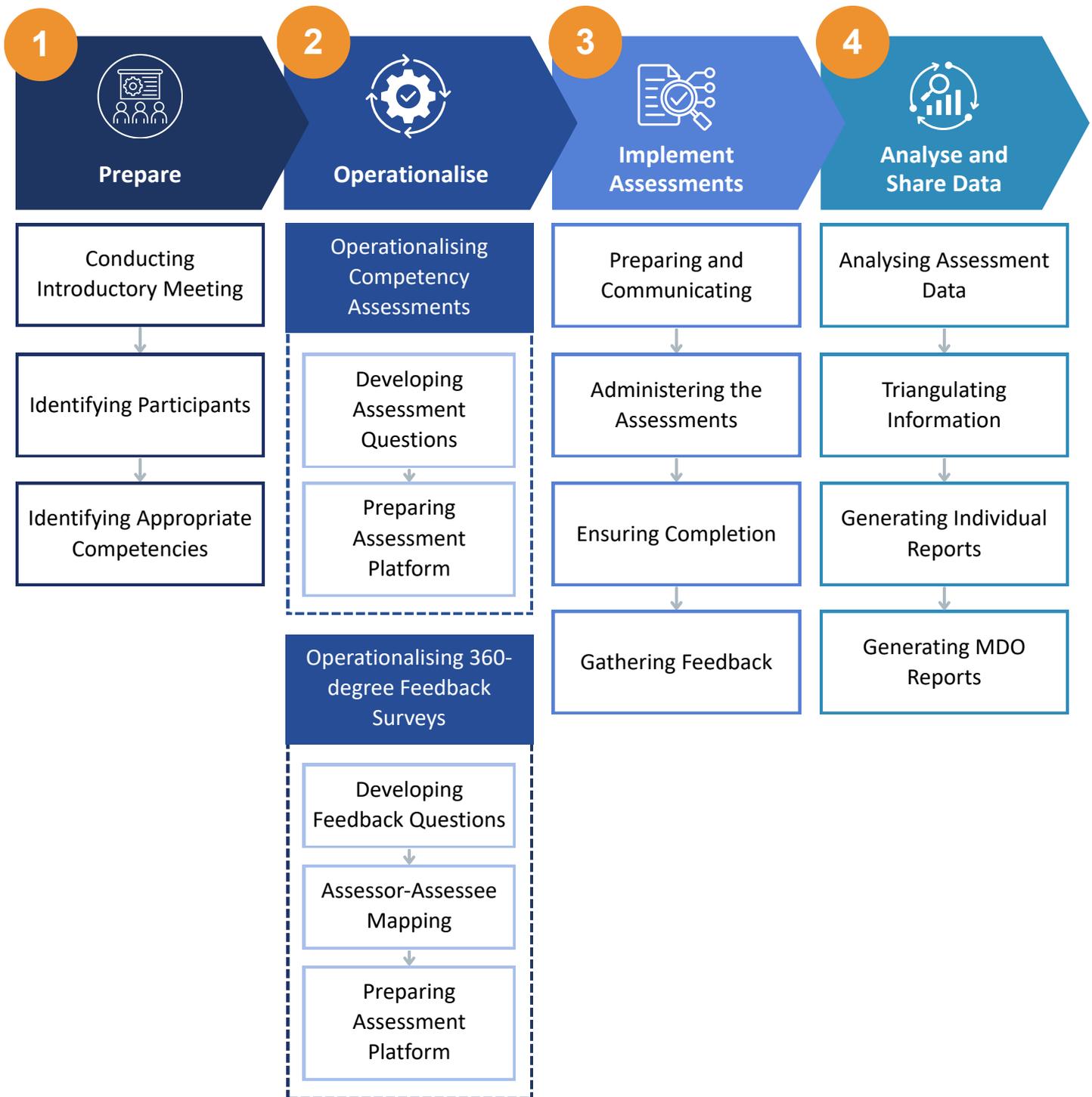


Together, these sources offer a complete view of each civil servant's performance, highlight strengths and improvement areas, and equip the government with a comprehensive record of each individual's competencies.

Stages of Measuring Performance

This performance measurement methodology involves four steps that the CBUs of each MDO should go through to measure the performance of their officials:

Figure: The Four Stages to Measure Performance



The sections below provide detailed descriptions and expected outcomes for each stage and step of the performance measurement exercise.



1

Prepare

To prepare for measuring civil servants' performance, each MDO should follow three preparatory sub-steps:



	Steps	Expected Outcomes
Month 1; Week 1	<p>1.1 Conducting Introductory Meeting</p> <ul style="list-style-type: none"> • CBU should convene a senior leadership (Secretary, Additional/Joint Secretaries, etc.) to align on the performance measurement exercise and confirm implementation. 	<p>Minutes capturing the vision, timelines, and key focus areas for the performance measurement exercise.</p>
Month 1; Week 1-2	<p>1.2 Identifying Participants</p> <ul style="list-style-type: none"> • Officials participating in the performance measurement exercise should be identified. • Participant lists and organograms should be digitally recorded and updated on e-HRMS and iGOT. 	<p>Dynamic, digitised list of officials and roles available on e-HRMS/iGOT.</p>
Month 1; Week 1-2	<p>1.3 Identifying Appropriate Competencies</p> <ul style="list-style-type: none"> • e-HRMS should be used to map roles and select behavioural and functional competencies from the Karmayogi Competency Model (KCM) • Capacity Building Plans (CBPs) should be prepared and shared on MyiGOT. • Competency Needs Assessments (CNAs) should be conducted and results should be recorded in the <i>Karmayogi Competency Passbook</i>. 	<p>Clear list of KCM-aligned competencies and levels for each role to guide assessment.</p>



2

Operationalise

To operationalise the performance measurement exercise, each MDO should undertake two sub-steps:



	Steps	Expected Outcomes
Month 1-2; Week 3-7	<h3>2.1 Operationalising the Competency Assessments</h3> <ul style="list-style-type: none"> CBC and Karmayogi Bharat should authorise independent institutions to develop assessment items, with CBC ensuring their quality, clarity, and alignment with the KCM. CBU should conduct contextual reviews to ensure cultural and role-specific relevance. Karmayogi Bharat should leverage AI and engage expert linguists to provide multilingual translations, ensuring accessibility across a broader range of languages. The finalised question banks should be imported into iGOT (or an equivalent secure digital-assessment platform). 	<p>Each KCM-aligned competency has a validated, difficulty-tagged question bank suited to role and seniority; assessments run smoothly with minimal technical issues.</p>
Month 1-2; Week 3-7	<h3>2.2 Operationalising the 360-degree Feedback Assessments</h3> <ul style="list-style-type: none"> Feedback questionnaires should include two concise, multilingual sections: overall competency demonstration and specific examples of competency in action. Questions should be positively framed to promote honest and constructive input. CBU should validate the assessor- assessee list against APAR records, organisational charts, self-reported roles, and recent work orders. A secure, user-friendly, multilingual portal—ideally iGOT—should be used to collect and aggregate feedback, ensuring data privacy. 	<p>A validated, inclusive, and role-calibrated 360-degree feedback survey for each competency and role, ready for MDO-wide deployment with minimal technical issues.</p>



3

Implement Assessments

Before the implementation begins, CBUs should collaborate with MDO leadership to ensure the process is adapted to the department’s specific operational context. The main sub steps are outlined below:



	Steps	Expected Outcomes
Month 2-3; Week 8-9	<p>3.1 Preparing and Communicating</p> <ul style="list-style-type: none"> Assessment schedules should be aligned with existing priorities to minimise disruption. An SOP outlining roles, timelines, and technical protocols should be developed and shared. 	<p>All officials are informed, trained, and ready to participate, ensuring smooth and disruption-free assessment administration.</p>
Month 3; Week 10-11	<p>3.2 Administering the Assessments</p> <ul style="list-style-type: none"> In-person or virtual briefings before the assessments should be provided. Assessors should be notified in advance and sent timely reminders for both competency and 360-degree feedback assessments. 	<p>All participants access and complete assessments.</p>
Month 3; Week 11-12	<p>3.3 Ensuring Timely Completion</p> <ul style="list-style-type: none"> Participation and completion rates should be monitored in real time via iGOT. Automated alerts and follow-ups for pending assessments should be used. 	<p>Participating officials complete the assessments within the stipulated time.</p>
Month 3; Week 11-12	<p>3.4 Gathering Feedback on Assessments</p> <ul style="list-style-type: none"> Feedback should be collected through surveys, interviews, and focus group discussions. Responses should be analysed to identify trends, challenges, and improvement areas. 	<p>Targeted insights from officials at all levels to refine future assessment cycles, improve satisfaction, and strengthen assessment design and delivery.</p>



4

Analyse and Share Data

Once competency and feedback data are collected, systematic analysis and reporting will turn results into actionable insights for effective capacity building. This stage outlines how to analyse data, generate reports, and share findings with stakeholders:



	Steps	Expected Outcomes
Month 4; Week 13-14	4.1 Analysing Assessment Data <ul style="list-style-type: none"> Competency and feedback data for all officials can be compiled, cleaned, and analysed. The analysis can also be automated through iGOT for consistency and scale. 	Updated iGOT MDO dashboards with key indicators—completion rates, competency scores, sub-theme scores, and time taken and so on—to inform decisions.
	4.2 Triangulating Information <ul style="list-style-type: none"> Data from competency assessments, 360° feedback, end-of-course assessments, and workflow applications should be combined. Integrated data should be used to compute overall competency scores. 	Consolidated insights highlighting alignment or divergence across data sources and accurate competency scores.
Month 4; Week 15	4.3 Generating Individual Reports <ul style="list-style-type: none"> Personalised reports should be auto-generated on iGOT showing scores across competencies and sub-themes. Benchmarking should be included to show strengths and areas for improvement. Strict confidentiality should be maintained. 	Timely, personalised feedback for every official with clear development insights.
Month 4; Week 16	4.3 Generating MDO Reports <ul style="list-style-type: none"> MDO-level reports should be produced on iGOT for leadership review. Aggregate scores, gap and trend analyses, process metrics, triangulated insights, and participant feedback should be included. 	Comprehensive MDO performance summary to inform capacity building decisions.

For detailed methodology and illustrative examples, CBUs should refer to the Performance Measurement Approach Paper on the CBC's website, which provides step-by-step guidance for independent implementation in all MDOs.

The adoption of this four-stage system by MDOs will help measure how effectively capacity building efforts enhance officials' competencies and workplace performance. By linking competency acquisition to performance, the framework generates essential data to advance a role-based Human Resource Management System, ensuring the right person is in the right role at the right time.

Sustaining this progress will depend on continuous refinement, strong leadership, and a culture of learning to equip civil servants for the evolving demands of governance.



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