



CAPACITY BUILDING COMMISSION

Department of Post

Draft Annual Capacity Building Plan

May 2023



Capacity Building Commission, Government of India

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

About the Programme

Mission Karmayogi was launched by Government of India in September 2020 as a **National Programme 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 enabled. 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 capacity building interventions of the department.

About the Department

For more than 150 years, the Department of Posts (DoP) has been the backbone of the country's communication and has played a crucial role in the country's social economic development. It touches the lives of Indian citizens in many ways: delivering mails, accepting deposits under Small Savings Schemes, providing life insurance cover under Postal Life Insurance (PLI) and Rural Postal Life Insurance (RPLI) and providing retail services like bill collection, sale of forms, etc.

Department of Posts is involved in delivering following services:

1. Mail Operations & Parcel Products including International Mail Service
2. Retail Business Products
3. Postal Life Insurance/Rural Postal Life Insurance
4. DBT and Common Service Centre
5. Financial (POSB) and IPBB services
 - a. Mail and Parcel Services: This is one of the primary activities of Department of Posts. This includes providing services such as letters, postcards, parcels, logistics, as well as premium services such as Speed post, Business Post, Business Parcel, Direct Post, Bill Mail service. DoP also offers insurance cover for postal articles and parcels.
 - b. Financial and IPPB Services: India Post also offer Financial Services including money transfer services such as money order and Indian Postal Services. Post Office Savings Banks offers savings instruments such as Small Savings Schemes and Savings Certificates as well as Insurance products such as Postal Life Insurance and Rural Postal Life Insurance.

These services are provided by Department of Post through Counter services through post offices (departmental and branch office) as well as other outlets designated for the purpose.



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India Post has also started to provide anytime, anywhere services through ePostOffice where transactions related to electronics money order, PLI Premium and Postal Life Insurance (PLI).

About Report

This document details out the department's vision, mission, and goals along with baselining department's capacity-building needs and plans.

Table of Contents

Abbreviations	5
1. Project Background	6
1.1 Mission Karmayogi	6
1.2 Capacity Building Commission (CBC)	7
1.3 Annual Capacity Building Plan (ACBP).....	7
2. Overview of Department of Posts	8
2.1 Vision and Mission	9
2.2 Functions/Mandate	9
2.3 Goals/ Focus Areas.....	10
2.5 Division/ Departments/ Sections/ Field Units.....	11
2.6 Organizational structure	12
2.6. Field Cadres in DoP	13
2.7. Sectoral Technology Roadmap	24
2.8. Citizen centric goals	29
2.9. Department's legacy capacity building programs.....	32
3. Capacity Needs Analysis (CNA) of the Department of Post.....	36
3.1. Our approach to conduct capacity needs analysis (CNA)	36
3.1.1. Data gathering and compilation	36
3.1.2. Assessment of competencies.....	37
3.1.3. Identification and validation of competencies	38
3.2. Top Competencies across 17 Cadres	38
3.3. Detailed Capacity Need Analysis for each Cadre	42
3.3.1 Indian Postal Service Group	42
3.3.2 Inspector of Posts and Assistant Superintendent of Post (IP & ASPO)	45
3.3.3 Postal Service Group	48
3.3.4 Grameen Dak Sevak (GDS), GDS BPM (Branch Postmaster) and GDS ABPM (Assistant Branch Post Master).....	53
3.3.5. Postman	56
3.3.6 Sorting Assistant	59

3.3.7 Stenographer	62
3.3.8 LSG Cadre, HSG I & HSG II	65
3.3.9 Mail Guard	68
3.3.10 Postal Assistant in Mail Motor Service (MMS)	69
3.3.11 Postal Assistant (Post Office), Postal Assistant Savings Bank Control Organization (SBCO) ...	70
3.3.12 Postal Assistant CO/RO	74
4. Draft Capacity Building Plan	77
4.1. Individual capacity building initiatives (training interventions).....	78
4.1.1 Immediate priority initiatives.....	79
4.1.2 Mid – long term priority initiatives	81
4.2. Organizational capacity building initiative (non-training intervention)	90
4.3. Draft action plan for non-training and training interventions.....	91
5. Additional Suggestions/Recommendations	108
5.1. Sectoral Area Recommendations.....	108
5.2. Recommendations for Emerging Technologies	112
Annexures.....	114
Annexure 1 – Detailed Capacity Needs across designations	115
Annexure 2 – List of Existing Trainings by Training Institutes of DoP	233
Annexure 3 – List of Top competencies across 17 Cadres.....	239
Annexure 4– Detailed list of training interventions for top Behavioral Competencies.....	241
Annexure 5– Detailed list of training interventions for top Functional Competencies.....	258
Annexure 6– Detailed list of training interventions for top Domain Competencies	268

Abbreviations

	Full form
ACBP	Annual Capacity Building Plan
BD&M	Business Development and Marketing Directorate
CBC	Capacity Building Commission
CPGRAMS	Centralized Public Grievance Redress and Monitoring System
CRM	Customer Relationship Management
DDG	Deputy Director General
DoP	Department of Posts
DOP&T	Department of Personnel & Training
DQMS	Dynamic Queue Management System
EFC	Expenditure Finance Committee
FRAC	Framework for Roles Activities & Competencies
GDS	Gramin Dak Sevaks
ICT	Information & Communication Technology
iGOT	Integrated Government Online Training
IPCC	India Post Call Centre
IVRS	Interactive Voice Response System
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
NPCSCB	National Programme for Civil Services Capacity Building
PLI	Postal Life Insurance
PMHRC	Prime Minister's Public Human Resource Council
POS	Point of sale
RPLI	Rural Postal Life Insurance
SFC	Standing Finance Committee
IPoS	Indian postal Service
IP & ASPO	Inspector of Posts and Assistant Superintendent of Post
BPM	Branch Post Master
ABPM	Assistant Branch Post Master
LSG	Lower Service Grade
HSG	Higher Service Grade
CO/RO	Circle/region office

1. Project Background

1.1 Mission Karmayogi

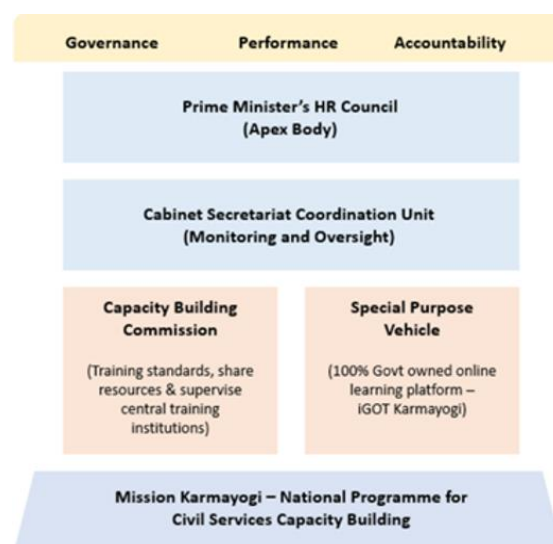
Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively. The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building ('NPCSCB') referred to 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 oriented.

Its primary objective is governance improvement through enhancement of capability across the Civil Services pyramid of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills, and knowledge, aligned to the national vision. "Mission Karmayogi" envisages a paradigm shift towards the recognition that a 'agile and citizen-centric' civil service requires a well-defined competency framework as a key lever of a comprehensive capacity enhancement programme, meant for transition of officials 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 Human Resource Council (PMHRC):** Apex body for the program
- **Cabinet Secretariat Coordination Unit:** Under the apex body, the unit shall monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans
- **Capacity Building Commission:** The commission is setup for functional supervision of training institutions and facilitate in preparation of the annual capacity building plans (ACBP)
- **Karmayogi SPV (Special Purpose Vehicle):** The SPV shall operate the digital assets created for NPCSCB on behalf of the Government of India that owns and operates iGOT Karmayogi platform.
- **iGOT (Integrated Government Online Training):** It helps in instituting the shift from Rule to Role basis with the indigenous competency framework - FRAC, linked to personnel efficacy success.

Figure 1: Framework for implementation & monitoring



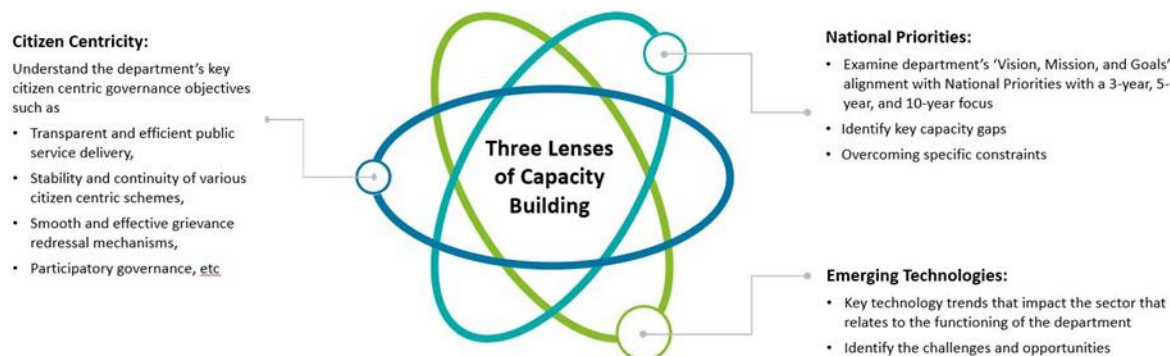
1.2 Capacity Building Commission (CBC)

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 the 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.

1.3 Annual Capacity Building Plan (ACBP)

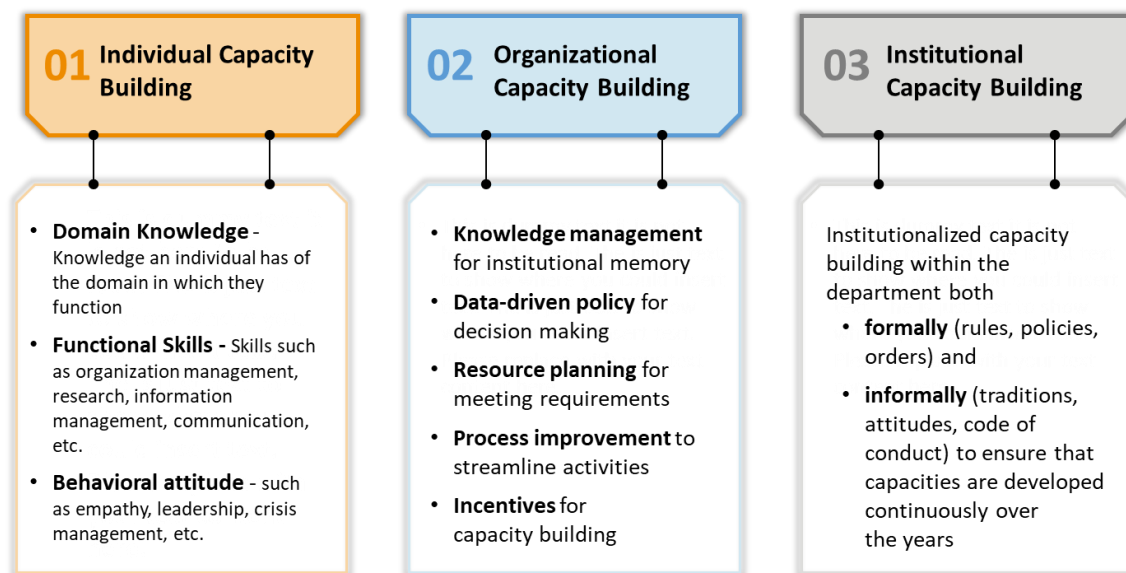
As part of the mandate, Capacity Building Commission (CBC) will facilitate the preparation of ACBPs for participating MDOs. CBC defines capacity building as a process to build, develop, and enhance capability, skill, competence, efficiency, and efficacy of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

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



Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions of the department. The capacity building exercise would be goal-driven and performance oriented. It shall indicate capacity building interventions at the Individual, Organizational, and Institutional level.

Figure 3: Capacity building interventions



As per Figure 3, the capacity is developed at three pillars: individual, organizational, and institutional. These are referred to as the three pillars of capacity building.

- **Pillar 1 – At the Individual Level:** Competencies form the basis of individual capacity building. A competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles
- **Pillar 2 – At the Organizational Level:** This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.
- **Pillar 3 – At the Institutional Level:** Institutional capacity building refers to change made in the norm, policies and regulations that guide the functioning of individuals and organizations. (Note – Since institutional capacity building interventions affect all ministries/department of the government, the scope of ACBP exercise for a specific MDO is not expected to cover institutional measures)

2. Overview of Department of Posts

Communications Sector has been considered as an essential infrastructure for socio-economic development of a country. Ministry of Communications is a Central ministry under the Government

of India responsible for telecommunications and Postal Service. Department of Posts was formed in 1854 and presently comes under Ministry of Communications which consists of two departments viz. Department of Telecommunications and the Department of Posts.

Department of Posts (DoP) touches the lives of Indian citizens in many ways: delivering mails and providing logistics services, accepting deposits under Small Savings Schemes, providing life insurance cover under Postal Life Insurance (PLI) and Rural Postal Life Insurance (RPLI) and providing retail services like bill collection, sale of forms, etc. The DoP also acts as an agent for Government of India in discharging other services for citizens such as Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) wage disbursement and old age pension payments. With more than 1,55,000 post offices, the DoP has the most widely distributed postal network in the world.

Services Offered by Department of Posts

Philately:

- Promotion of philately,
 - Issue of definitive postage stamps.
 - Issue of commemorative and special postage stamps
- Delivery through Philatelic Bureau and counters as well as through ePost Office
- Counter Services:
- Counter services are provided from post offices (Departmental and Branch Offices), Mail Offices or any other outlet designated for the purpose. These include:
 - Sale of postage stamps and postal stationery, etc.
 - Booking of registered insured, Speed Post, and other mail articles, etc.
 - Booking of money orders, various transactions relating to Post Office Savings and Postal Life Insurance (PLI)/Rural Postal Life Insurance (RPLI), etc.



ePost Office

for anytime, anywhere transaction related to electronic money order, PLI Premium and philately products.

Mails Services:

- Letters, postcards, Inland letter cards, book packets, value payable post, parcels, Logistics Post, ePost, etc.
- Registration and insurance of postal articles and parcels covered by such facility.
- Premium mail services like Speed Post, Business Post, Business Parcel, Direct Post, Bill Mail Service, and Logistics Posts etc.
- Delivery services are provided by the designated delivery post offices and Branch Offices.

Financial Services:

- Money Transfer – Money Order, Indian Postal Order, etc.
- Post Office Savings Bank- Small Savings Schemes and Savings Certificates.
- Postal Life Insurance and Rural Postal Life Insurance.

2.1 Vision and Mission

- **Understood and mapped** various roles/ functions/ capabilities of DoP wherein we also held multiple interactions with department officials for As-Is assessment of the department
- **Identified vision, mission and functions of the DoP**
- **Identified National Priorities, Citizen Centric Goals, Technology Roadmap and Existing legacy capacity building programs** for the department by performing secondary research via studying DoP's annual report, website, knowledge material shared by department etc.
- **Finalized the As-is assessment report** basis the inputs/ feedback received from CBU and department.

2.2 Functions/Mandate

Department of Posts is involved in delivering following services:

1. Mail Operations & Parcel Products including International Mail Service
2. Retail Business Products

3. Postal Life Insurance/Rural Postal Life Insurance
4. DBT and Common Service Centre
5. Financial (POSB) and IPBB services
 - a. Mail and Parcel Services: This is one of the primary activities of Department of Posts. This includes providing services such as letters, postcards, parcels, logistics, as well as premium services such as Speed post, Business Post, Business Parcel, Direct Post, Bill Mail service. DoP also offers insurance cover for postal articles and parcels.
 - b. Financial and IPPB Services: India Post also offer Financial Services including money transfer services such as money order and Indian Postal Services. Post Office Savings Banks offers savings instruments such as Small Savings Schemes and Savings Certificates as well as Insurance products such as Postal Life Insurance and Rural Postal Life Insurance.

These services are provided by Department of Post through Counter services through post offices (departmental and branch office) as well as other outlets designated for the purpose. India Post has also started to provide anytime, anywhere services through ePost Office where transactions related to electronics money order, PLI Premium and Postal Life Insurance (PLI).

2.3 Goals/ Focus Areas

Department of Posts have identified following goals to be achieved to fulfill the vision and mission:

- a. Achieve the long term goal of financial self-sufficiency by generating surpluses from services (existing & new) outside our universal service obligation
- b. Develop, implement and operate a system of standards with accountability for performance
- c. Develop a scalable and flexible technology infrastructure to support our operations
- d. Be the preferred, trusted and reliable service partner for all customers
- e. Ensure that India Post acquires all required people capabilities to deliver its chosen services portfolio
- f. Be the interface between citizens and the government

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2.5 Division/ Departments/ Sections/ Field Units

The Department of Posts (DoP) for performing its functional postal services operations is divided into 23 postal circles. These circles geographical limits are in-line with their state boundaries except for the following states & union territories:

Kerala Circle (also looks after Union Territory of Lakshadweep), North East Circle (comprises six North Eastern States - Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland & Tripura), West Bengal Circle (also administers state of Sikkim and the Union Territory of Andaman and Nicobar Islands), Gujarat Circle (also administers UT's - Daman & Diu and Dadra & Nagar Haveli), Maharashtra Circle (also handles the State of Goa), Punjab Circle (also administers the Union Territory of Chandigarh), Tamil Nadu Circle (which also administers the Union Territory of Pondicherry).

Chief Postmaster General is the Head of the Circle. Every Circle is again divided into regions which includes the field units that are known as Divisions. There are two types of Divisions namely Postal Division and RMS (Railway Mail Service) Divisions. The RMS offices situated near to the Railway Platform are called RMS Offices while away from the Railway Platform are called Sorting Offices.

Postmaster General heads the Regional Office. The Divisional Office is headed by the Senior Superintendent / Superintendent of Post Offices or RMS Offices. The Divisional Head at respective Postal Divisions or RMS Divisions controls the Assistant Superintendent of Post Offices or Complaints Inspector or Manager Customer Care, Inspector of Post Offices, Manager Mail Business Centre, etc. The post offices and the Mail Business Centre are under the Divisional Superintendents of Posts or Railway Mail Offices respectively.

In-addition to existing 23 Circles, Department of Posts (DoP) formed another circle named as Base Circle for fulfilling the Postal Communication, Parcel, Banking, Insurance Services requirements of Indian Armed Forces. The Army Postal Service Base Circle is headed by the Additional Director General, who is in the rank of a Major General. The functional office staff for the Army Postal Service is provided on deputation basis from the Civil Postal Services staff. Department of Posts (DoP) fulfills 75% of the staff requirement for Army Postal Service while the remaining 25% is recruited by the Indian Armed Forces directly.

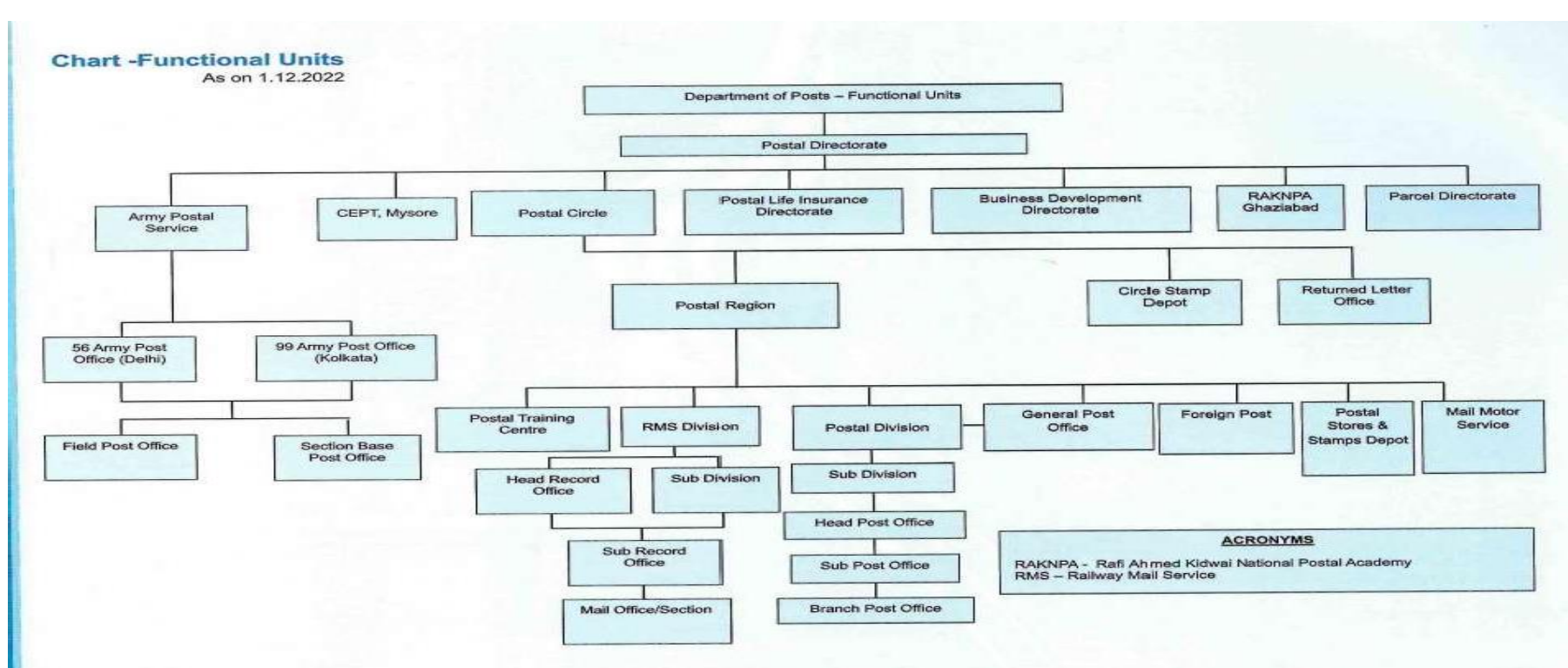
Centre for Excellence in Postal Technology (CEPT) operating from Mysuru is the Technology backbone of DoP assisting the department in IT modernization deployments, project management, technology enhancements, etc. It also has branches in other locations viz Bengaluru, Chennai, Hyderabad, Delhi and Mumbai. CEPT, Mysuru is headed by General Manager (GM), CEPT and supported by Directors

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(Technology) at Chennai, Assistant Directors (Technology) at Mysuru, Deputy Director (FRMU) at Bengaluru, etc.

Figure 4: Details of Functional Units of DoP



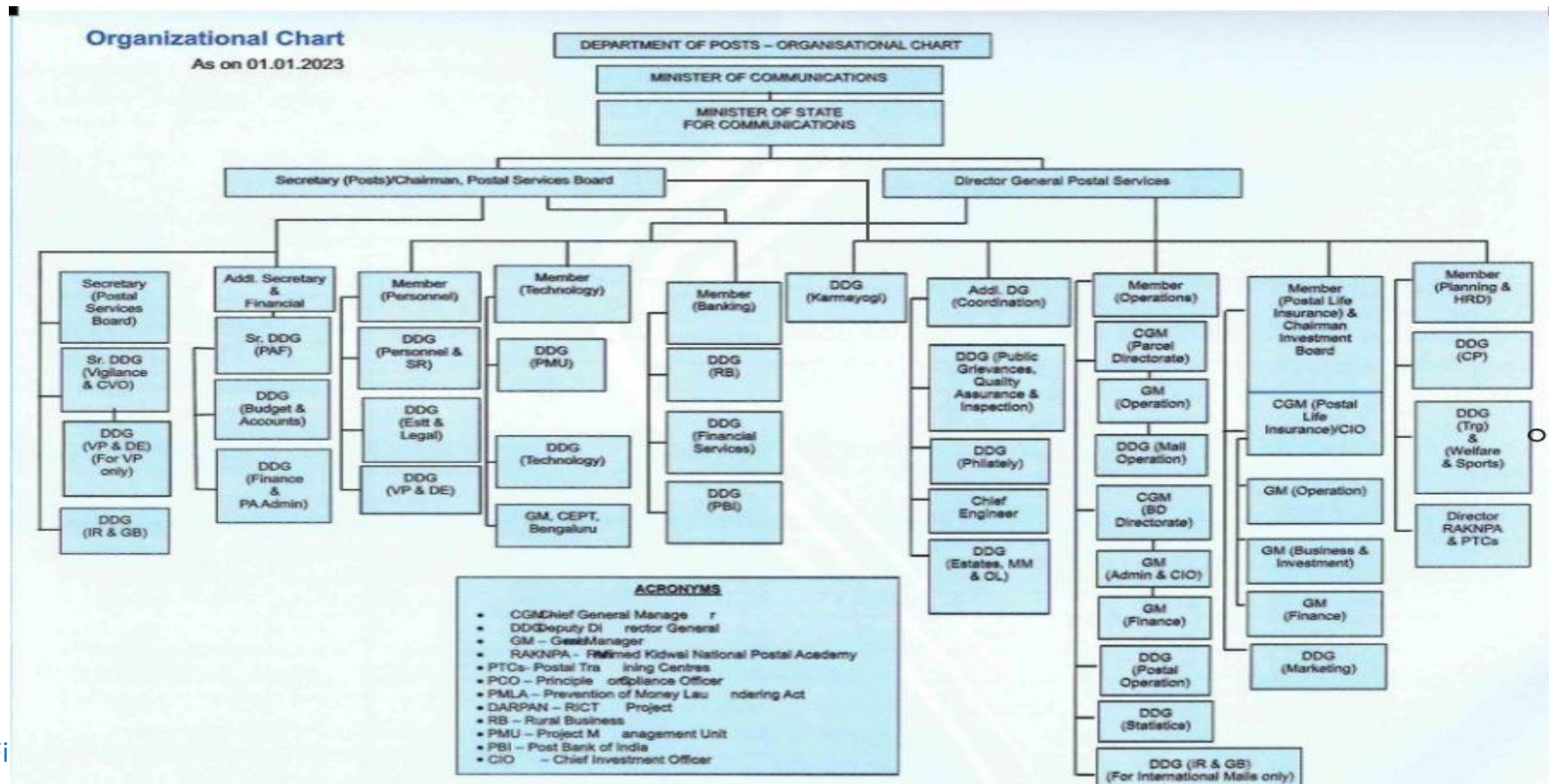
2.6 Organizational structure

The following is a breakdown of the existing organizational structure of the Department of Post throughout its several levels of hierarchy:

Figure 5: Organization structure across DoP

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generally coterminous with a State with a few exceptions. Each Circle is headed by a Chief Postmaster General. The Circles are further divided into regions comprising

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groups of field units, called Divisions (Postal/RMS). Each Region is headed by a Postmaster General. In the Circles and Regions there are other functional and supporting units like Stamp Depots, Store Depots and Mail Motor Service.

OPERATIONAL UNITS: Post Offices in the country are categorized into Head Post Office, Sub Post Office and Branch Post Office. Branch Post Offices are mostly located in rural areas and are manned by Gramin Dak Sevaks. The Sub-Post Offices are Departmental Offices located in both rural and urban areas. Head Post Offices are located in important towns and cities mostly at district levels.

ARMY POSTAL SERVICE CORPS: Apart from the 23 Circles, there is a separate wing called the Army Postal Services (APS) to take care of postal needs of the Armed Forces. The APS is designated as another Circle called the Base Circle. It is headed by the Additional Director General, Army Postal Service in the rank of Major General. Officers' cadre of Army Postal Service is drawn on deputation from the Indian Postal Service. Nearly 75 percent of the other ranks of the Army Postal Service are also drawn from the Department of Posts and the remaining personnel are recruited by the Army.

Table 1: The table below depicts the list of designations across each cadre:

Sr. No.	Group	Cadre	Designation
1	C	LSG Cadre and Supervisor working in PO / RMS	Sub Postmaster
			Deputy Postmaster
			Assistant Postmaster (Mails)
			Assistant Postmaster (Counter)
			Assistant Postmaster (SB)
			Assistant Postmaster (Accounts)
			Assistant Postmaster (Treasury)
			CPC In-charge
			Public Relation Inspector (Postal)
			Sub Record Officer
			Head Sorting Assistant

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Sr. No.	Group	Cadre	Designation
			Supervisor In-charge (CRC/ NSH/ PH)
2	C	Sorting Assistant	Counter Operations
			Mail Branch
			Sorting Branch
			Registration Branch
			Parcel Branch
			Speed Post Branch
			Mail Agent in Section working on important Mail lines
			Checking Branch
			Information Clerk
			Mail Agent of TMO
			Cashier
			Accounts Branch
			Office Assistant Divisional Office
3	C	Stenographer	Principal Private Secretary
			Private Secretary (Merged A & B Grade of CSSS)
			Personal Assistant (Grade C of CSSS)
			Stenographer (Grade C of CSSS)
4	C	Postal Assistant (Post Office)	MPCM PA
			Mails PA
			Sorting PA

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Sr. No.	Group	Cadre	Designation
			Delivery PA
			Registration Delivery PA
			Parcel Delivery PA
			Speed Delivery PA
			MO/eMO Paid PA
			Treasurer
			Savings Bank PA
			Sub Accounts PA
			Accounts PA
			CPC PLI PA
			Office Assistant
			SBCO PA
			Foreign Post PA
			Trainer
5	-	GDS Dak Sevak	GDS Dak Sevak
6	-	GDS ABPM - Assistant Branch Postmaster	GDS ABPM - Assistant Branch Postmaster

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Sr. No.	Group	Cadre	Designation
7	-	GDS BPM - Branch Postmaster	GDS BPM - Branch Postmaster
8	C	Postman	Head Postman
			Sorting Postman
			Postman
			Mail Overseer
9	C	Postal Assistant Savings Bank Control Organization (SBCO)	PA in SBCO in Head Post Offices/GPO
			PA SBCO in ICO(SB)
10	B	Inspector of Posts & Assistant Superintendent of Posts	Sub Divisional Head in Postal Division
			Sub Divisional Head in RMS Division
			Complaint Inspector / Inspector of Posts (Public Grievances)
			Office Supervisor – In RMS/Postal Divisional Office/PTCs
			Inspector of Posts / Assistant Superintendent of Posts in GPO
			Inspector of Posts / Assistant Superintendent of Posts in PSD/CSD
			Inspector of Posts / Assistant Superintendent of Posts in Foreign Post

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Sr. No.	Group	Cadre	Designation
			Inspector / Assistant Superintendent (RMS) Set of Mail Offices
			Platform Inspector (RMS)
			Inspector of Posts / Assistant Superintendent of Posts (Instructor) Trainer in Training Institute
			Manager / Assistant Manager in NSH/BPC/MBC/PH
			Assistant Manager in MMS
			Inspector of Posts/Assistant Superintendent of Posts in Circle Office / Regional Office / Other Administrative Offices
			Assistant Superintendent of Posts (Tour) / Outdoor
			Assistant Superintendent of Posts (Headquarter) in Postal Division Office and RMS Division Office
11	C	Postal Assistant in Mail Motor Service (MMS)	Postal Assistant in Mail Motor Service (MMS)
12	C	Mail Guard	Mail Guard

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Sr. No.	Group	Cadre	Designation
13	A	Indian Postal Service Group 'A' Cadre	Director RAKNPA
			Chief Postmaster General (CO)
			Additional Director RAKNPA
			Regional Postmaster General RO
			Joint Director RAKNPA
			Director Postal Services Region/Circle
			Director Postal Training Centre (PTC)
			Director Postal Services
			APMG Court (Legal)
			APMG (Material Management)
			APMG (PG)
			APMG (Mails & Parcel)
			APMG (Business Development)
			APMG (Technology)
			APMG Recruitment
			APMG (Staff & Welfare)
			APMG (SB & FS)
			APMG Establishment
			APMG (Estates and Buildings)
			APMG (Vigilance)
			APMG (Investigation)
			DDM (PLI- Postal Life Insurance) CO

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Sr. No.	Group	Cadre	Designation
14	C	Postal Assistant CO/RO	Deputy Director (RAKNPA/PTC/RTC)
			Deputy Director
			Sr Superintendent of Post Offices (Division PO)
			Sr Superintendent Rail Mail (Division RMS)
			Chief Postmaster - GPO
			Deputy Director - GPO
			OA (MM)
			OA (Staff)
			OA (Recruitment)
			OA (Vigilance)
			OA (PG)
			OA (Establishment)
			OA (Philately)
			OA (FS)
			Office Assistant (Account)
			Office Assistant (PLI/RPLI)
			Office Assistant (IR/VR)
			Office Assistant (Technology)
			Office Assistant (Building)
			Office Assistant (Mail)
			Office Assistant (Welfare)
			Office Assistant (OL)

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Sr. No.	Group	Cadre	Designation
15	B	Postal Service Group 'B' Cadre	Office Assistant (RTI)
			Office Assistant (Legal)
			Office Assistant (Investigation)
			Office Assistant (BD)
			Office Assistant (Union)
			Office Assistant (CR)
			AD (Legal Cell)
			AD (Material Management)
			AD (PG)
			AD (Mails and Parcels)
			AD (BD)
			AD (Technology)
			AD (Recruitment)
			AD (Staff & Welfare)
			AD (SB)
			AD (Establishment)
			AD (Estates & Building)
			AD (Vigilance)
			AD (Investigation)
			AD/ADM (PLI, RPLI)
			Assistant Director CEPT
			Assistant Director RAKNPA/PTC
			Superintendent of Post Offices/RMS

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Sr. No.	Group	Cadre	Designation
			Senior Postmaster/Deputy Chief Post Master
			Superintendent PSD/CSD
			Superintendent, Foreign Post
16	C	HSG-I Cadre and Supervisor working in PO / RMS	Postmaster
			Deputy Postmaster
			Manager PSD
			Head Record Officer
			Sub Record Officer
			Sub Postmasters
			Head Sorting Assistant
17	C	HSG-II Cadre and Supervisor working in PO / RMS	Deputy Postmaster
			Deputy Manager PSD
			Sub Record Officer
			Sub Postmasters
			Assistant Postmaster(Accounts)
			Assistant Manager PSD
			Public Relation Inspector (Postal)
			Development Officer(PLI)
			Head Sorting Assistant
			Supervisor In-charge (CRC/ NSH/ PH)

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2.7. Sectoral Technology Roadmap

Department of Posts has made significant progress with the implementation of the current IT Modernisation Program which has supported its unique organizational structure through accelerators that include IT Applications, Infrastructure Network and channels.

Government of India recognised the excellent initiative and awarded the Digital India Award to DoP in 2020.

The Department has outgrown the current technology that was implemented as the organisation, eco system and customer needs have undergone a great transformation over the years. The Department has successfully created the largest network, the largest ERP deployment on a single POS and one of the largest Rural ICT projects in the country.

DoP IT 1.0:

IT Modernisation Project 2012 - DoP IT 1.0 (2012-2021) was a step for DoP on the path of implementation of contemporary technologies in the Department of Posts. The IT Modernization Project of Department of Posts was approved by the Government of India in November 2012 as a Mission Mode e-governance Project with an outlay of INR 4909 crore. It aims to lay down a robust digital infrastructure for the World's largest postal network.

This Project has been undertaken by the Department with the following objectives:

Modernization and computerization of all the non-computerized Post offices in the country including Gramin Dak Sevak (GDS) Branch Post offices in rural areas, mail offices, administrative and other offices

Development of scalable, integrated and modular software covering all operations of the Department of Posts

Establishment of required IT Infrastructure including Data Centre, Wide Area Network (WAN)based networking of the Departmental post offices

Creation of a Rural Information and IT Modernization Communication Technology (Rural ICT) infrastructure

The Project involves the following:

- Computerization, Modernization and networking of 1,55,000 Post Offices in the country, including 1,30,000 Branch Post Offices in rural areas run by the Gramin Dak Sevaks.

- Providing Central Server based integrated, modular and scalable solution for all the operations of Department of Posts including Mails, Human Resource, Banking, Insurance and Finance and Accounts
- Creation of IT Infrastructure like Data Centre, Disaster Recovery Centre, setting up of a Wide Area Network (WAN) and providing solar powered and portable hand-held computing devices (Micro ATM compliant) to all the Branch Post Offices

The Project is being implemented through eight different segments:

- Data Centre Facility (DCF)
- Network Integrator (NI)
- Financial Services System Integrator (FSI)
- Core System Integrator (CSI)
- Digital Advancement of Rural Post Office for A New India (DARPAN) - Rural System Integrator (RSI) and Rural Hardware (RH)
- Mail Operations Hardware (MOH)
- Change Management (CM)

DoP IT 2.0:

While Phase 1 laid the foundation for technology through monolithic installations, the DoP now focuses on aspects of mobility, flexibility and agility. These aspects of technology will help service the current customer satisfactorily. DoP IT 2.0 fulfills the Vision of Department of Posts through provisioning a suitable IT platform.

Alignment with national vision:

Hon'ble Prime Minister of India postulated three statements encompassing the vision for establishing a New India. NITI Aayog has formulated a "Strategy for New India @ 75" based on these three key messages:

1. Development must become a mass movement, in which every Indian recognizes her role and also experiences the tangible benefits accruing to her in the form of better ease of living.
2. Development strategy should help achieve broad-based economic growth to ensure balanced development across all regions and states and across sectors. This implies embracing new technologies fostering innovation and up-skilling.
3. The strategy when implemented, will bridge the gap between public and private sector performance.

IT Modernization Program DoP IT 2.0 endeavors to achieve its goals by modernizing its rural infrastructure & an integrated value chain system, enhancing universal access to bank accounts, insurance & pensions, facilitating growth of online digital & paperless banking, building an eco-system for digital connectivity across states, districts: delivering government services digitally and ensuring timely generation & dissemination of data for evidence-based policymaking.

Emerging technology interventions in Postal Services:

Adoption of emerging technologies like the Internet of things (IoT), artificial intelligence (AI), robotics, cloud, blockchain, augmented reality (AR) and virtual reality (VR) for world class service delivery experience to DoP users and stakeholders.

- AI/ML: Use of Artificial Intelligence to solve stakeholder service issues to disseminate information about the latest traffic updates and vehicle movement. Machine Learning can be used to provide suggestions based on stakeholder activities, route optimization and logistics optimization.
- Drones: Drones can deliver goods, remote scanning of goods, trace and track the movement of articles etc.
- Edge Computing & IoT to support the processing of information from IoT devices.
- Distributed Ledger (Blockchain): DLT is a type of transactional technology to transfer data (structured/unstructured). The people, devices, and machines in DoP would be able to interact using DLT offering information verification and control, data, and privacy.
- Data Science: Data science analyses information that is already available and make informed decisions. It can be used in optimizing trade and logistics processes like bag mapping, demand & supply mapping, identify faster travel routes and supply chain performance.

The IT Modernization Project 2.0 aims at transforming the department into a technology-driven organization through improved service delivery for customers.

Key envisaged benefits to customers and DoP:

- Improved customer satisfaction
- Enriched and seamless customer experience
- Revenue generation through enhanced products and services
- Data-driven decision making
- Increase in productivity of employees

Targeted Outcomes under DoP IT 2.0:

Qualitative outcomes:

- Service Operations Digitally enabled
- Improved connectivity and service quality
- Create an ecosystem approach to provide faster access to stakeholders
- Improve Business User Experience and customer satisfaction
- Improved efficiency of service delivery

Quantitative Outcomes:

- Improved productivity
- Improve service delivery

Technology trends in Banking sector:

- a) Digital payments: Demand for cashless and contactless payments will continue to grow. The
- b) banking sector must be willing to invest in and adopt new technologies to enable more digital payments. In 2023, the introduction of digital banking tools will enable banks to transition to fully digital services. To keep pace with changing customer behaviour patterns, banks need to ensure that the solutions offered to customers are convenient, easy to use and attractive. Also, the growth of online digital transactions launches fast payment options that can be used from anywhere.
- c) AI/ML: There is increased use of advanced technologies like Artificial Intelligence (AI) and Machine Learning (ML) to help banks deal with their clients in a better way. The consumers' growing demand to pay for digital services and goods in the metaverse are some of the top trends for the banking sector.
- d) Personalization: Modern banking will focus more on the individual and the consumer. With the capacity to work independently, customers will receive more customized experiences. Banks can access complete and up-to-date client data using technologies like AI and ML to provide them with individualized features and solutions.
- e) Cyber security: Customers who use digital banking products are exposed to unwanted cyber threats. To combat data theft, money laundering, and security breaches, banks must have strong cyber security and have a solid fraud and risk monitoring architecture.

Technology trends in Insurance sector:

Insurance technology is likely to become mature in the coming years with the emerging technology trends. The modern-day insurers looking for a competitive advantage may consider the below technology trends:

- a) Predictive Analytics to identify the risk of fraud, risk selection, identify insurance buyers at risk of cancellation, anticipate trends
- b) Artificial Intelligence (AI): AI systems in insurance allow insurers to make new product offerings across different geographies and customer segments. It can be leveraged for efficiency improvement and process automation in customer facing and claim management processes.
- c) Machine Learning to improve accuracy of insurance companies and automate the process of claim settlement.

Technology trends in Postal and logistics sector:

A CAGR of more than 10.5% is predicted for the Courier, Express, and Parcel (CEP) market in India due to the expansion of e-commerce, increased internet access among the general public, and the most recent technical advancements in the industry. The department anticipates capturing up to 10% of the market share in CEP by 2024 in order to capitalize on the rise of the e-Commerce Sector and spread the advantages of e-Commerce throughout the nation, particularly in rural India. In order to meet the demands of the market share, it also plans to raise the capacity for handling packages from the current 2 lakh per day to 8 lakh per day by 2024.

The last ten years have seen a huge transformation in technologies and the way they are used. Four developments are most relevant to the Department of Posts:

- a) India has pioneered two major platforms - Aadhaar and UPI. These platforms have revolutionised the way consumer and societal needs are fulfilled.
- b) Cloud technology has revolutionised the way IT infrastructure is procured, enabled, and moulded. It makes it possible to develop new business models with great agility, flexibility, and scalability- both vertical and horizontal. Cloud infra also helps in establishing standardised and harmonised IT Infrastructure across the whole organisation.
- c) Data and analytics are expected to increasingly drive businesses in the future. These sectors have never had more access to data. Machine learning and artificial intelligence techniques combined with data analytics can deliver truly dynamic solutions.
- d) Automation of Work: Automation allows organisations to offer better services and economise at the same time. Some of the logistics industry's most labour-intensive processes are now made much more efficient by system assisted solutions. Automated solutions in sorting hubs, System assisted sorting and routing as well as the use of GIS has changed the way mails are processed and delivered. The level of sophistication of such solutions is also increasing rapidly
- e) E-commerce: The number of players that have originated catering to transformed business needs is yet another aspect of an ever-innovating market.

Changing needs and its impact for the department of posts:

- Customer expectations: B2B organisations are facing far greater expectations around speed, efficiency and performance from their customers than ever before. Their customers expect faster time-to-market, reduced defect rates and customised products/services. All these have huge implications for logistics and financial services: 'digital fitness' is the mantra of every Logistics and Financial Services player in the industry. DoP has a huge presence as a last mile delivery partner.
- Customer buying patterns and methods: DoP's largest segment of customers is made up of individual customers (retail customers). Consumers are leading the way to the digital platforms, forcing service providers to go digital in a big way. The leading players in the market are adopting operating models that go conventional models. DoP with an inherent advantage with its unbeatable number of points of presence, have to be leveraged to provide last mile access and to increasingly digitize its services.
- Needs for financial inclusion: DoP is one of key participants in the entire ecosystem of Benefit delivery system. The reach of DoP through its Post offices spread across the country makes it one of the most important delivery organisations within the Government for such endeavours.

2.8. Citizen centric goals

The mission of the Department of Posts is to touch lives every citizen of the country as the largest postal network in the world. The citizen centric services the department provide are mail, parcel, money transfer, banking, insurance, and retail services. DOP envisions to provide these services with reliability and speed. The Department has a well laid out system for handling public grievances for its services. A monitoring mechanism to ensure the quality of services and prompt redressal of public grievances is in place.

Department's Grievance Redressal Mechanism (GRM) is a citizen-centric initiative which enables the Government to deliver quality public services to the citizens in a hassle-free manner. It helps in identifying complaint prone areas and gives room to take remedial measures. It therefore promotes transparency of Government working.

Initiatives Currently Underway:

- a) Centralized Public Grievance Redress and Monitoring System (CPGRAMS): Revamping of Centralized Public Grievance Redress and Monitoring System (CPGRAMS) was done by mapping over 1.5 lakh Post Offices till the level of Branch Post Offices by intuitive navigation of complaints to the line-end offices for faster resolution of grievances. This version not only saves time of resolution but also reduces human intervention by bypassing infructuous levels.

- b) SAP Based Customer Relationship Management (CRM) Platform: Department has rolled out SAP based platform on 30.12.2019 and moved on from Computerized Customer Care Centers to advanced SAP based platform. This platform is also integrated with India Post Call Centre (IPCC). The data is auto (n) Public Grievances & Right to Information populated for the purpose of lodging of the grievances in the Call Centre. The Department has expanded its outreach from 26072 points to 30798.
- c) India Post Call Centre (IPCC): The Department rolled out India Post Call Centre (IPCC) on 01.06.2018 in Varanasi. The facility of Interactive Voice Response System (IVRS) in IPCC is available for customers 24*7*365. Presently, IPCC is working in eleven languages mapped with geographical locations of the customers. 1.57 crore calls have been serviced in IPCC since its inception. Postal Life Insurance/ Rural Postal Life Insurance and Financial Services functionalities have been integrated in IPCC which enables IPCC to disseminate citizens' centric information to the citizens.
- d) Social Media Cell: social media Cell is an independent entity and deals with the Twitter, Facebook & Instagram accounts of the Department of Posts. Social media team has been strengthened and its working hours have been extended from 8 hours a day to 16 hours a day. Consequently, the overall average first response time was brought down to 2 hours from over 4 hours.
- e) Citizens' Charter: An updated Citizens' Charter containing all three components viz. service standards, grievances redressal mechanism and service delivery capabilities was formulated and placed in public domain. It contains the vision, mission, introduction about the organization, purpose of Citizens' Charter, postal services and facilities for the customers, Postal products and services, delivery standards and customer's expectations, complaint settlement mechanism. The Department has an approved citizen charter which defines service levels that for all its offerings. It specifies the maximum number of days that the postal department takes for fulfilment of each service. Further, it also provisions for grievance redressal mechanism in case the expected service levels are not meet. Citizens can lodge their grievances at the portal of India Post as well as at the public grievance portal of government of India. Citizens also can lodge their grievance in Complaints and Suggestion Book is available in all post offices. The citizen charter is reviewed and revised periodically.
- f) Implementation of Dynamic Queue Management System (DQMS) in Post Offices: Dynamic Queue Management System (DQMS) has wire-based calling terminal which is available at counters and operates on a stand-alone software. A dispenser with thermal printer is available at the entry gate. DQMS has been installed in 340 Head Post Offices having six or more than six working counters. This has helped the public in reducing waiting time, increase in processing capacity, providing comfort level to staff and customers and monitoring customer flow.

- g) Implementation of Right to Information Act 2005: RTI on-line web portal was developed by the Department of Personnel & Training (DOP&T) for disposal of online RTI applications/appeals. Department of Posts is the first Central Public Authority to take this portal to field offices level. Till 31.12.2021, on-line accounts of 1258 CPIOs and 178 FAAs have been created all over the country who are disposing RTI applications and appeals.

New Initiatives Undertaken:

- a) CPGRAMS Portal: A separate category for 'COVID-19' grievances was created on CPGRAMS to address and monitor grievances of the public with regard to their postal needs in the backdrop of the pandemic. 2278 grievances have been resolved within the prescribed timeline of 3 days since the creation of this category i.e., from 30.03.2020.
- b) India Post Call Centre (IPCC): During the period of lockdown and ongoing pandemic, IPCC provided a single window interface to the citizens. It facilitated the process of providing information with regard to availability of postal services to the citizens and resolution to their queries. IPCC serviced over 82.5 lakh calls during the period of pandemic.
- c) Social Media: Social Media platform of India Post had a mitigating effect in this pandemic by providing immediate relief to the citizens by redressing their concerns in booking and delivering medicines and arranging financial transactions in post offices. 4.46 lakh grievances have been resolved during the period of pandemic.
- d) Special Campaign to reduce pendency from 2nd Oct to 31st Oct 2021: Among all Ministries/Departments of Government of India, Department of Posts also participated in the special campaign from 2nd Oct to 31st Oct 2021, to reduce pendency. During the special campaign, the Department ensured significant disposal of Public Grievances, references from Members of Parliament, State Governments and Parliament Assurances. Further, all efforts were taken to improve records management, weeding out of files and overall cleanliness of Government Offices. In the cleanliness drive, continuous cleanliness of indoor and outdoor spaces was carried out in the right earnest during the campaign to make a perceptible difference from the routine cleanliness. A total of 810 sites were covered in this cleanliness drive. Scrap was identified for disposal in the headquarters i.e., Dak Bhawan as well as in Postal Circles. Continuous monitoring and enthusiasm of Officials resulted in disposal of scrap to the tune of 1.05 crore.

The effort taken by the Department of Posts during the Special Campaign held from 2nd Oct to 31st Oct 2021, was noticed and applauded by Hon'ble Prime Minister in his nationwide address of "Mann Ki Baat" on 26.12.2021. The Hon'ble PM said that: Annual Report 2021-22 Annual Report Annual Report 2021-22 2021-22 Annual Report 2021-22 117 "Special campaigns are also being run in

ministries and departments to remove the old and pending material. Some very interesting things have happened through this campaign. When this cleanliness drive was started in the Department of Post, the junkyard there became completely empty. Now this junkyard has been turned into a courtyard and cafeteria. Another junkyard has been converted into a parking space for two wheelers.

2.9. Department's legacy capacity building programs

In lines with the Mission Karmayogi Project and as required under National Training Policy, 2012 Department of Post has developed an e-learning portal. The e-Learning Portal, known as "Dak Karmayogi", is designed to be single point of access to the repository of training resources. It shall make available vast resources of learning material and courses online which shall provide the employee an enormous choice and learning.

The portal has course content and quizzes made available in 12 Indian Languages. The courses are also time validated, which ensures that trainee will have to compulsory attend the training. This ensures trainees achieve desired enhancement in their competency.



The banner features the title "About Dak Karmayogi Portal" in a large, bold, dark blue font. To the left is the Dak Karmayogi logo, and to the right is the 75th Independence Anniversary logo. Below the title is the URL <https://dakkarmayogi.gov.in/>. A central laptop displays the portal's interface. Surrounding the laptop are eight orange and green callout boxes listing the portal's features: Offline & Online Training, Multi Language Support, User Friendly and Optimized, Continuous Evaluation, Online Certification, Graphical Progress Report and Trainer Profile, Paperless Training administration work, and Digital Library.

About Dak Karmayogi Portal

<https://dakkarmayogi.gov.in/>

- Offline & Online Training
- Multi Language Support
- User Friendly and Optimized
- Continuous Evaluation
- Online Certification
- Graphical Progress Report and Trainer Profile
- Paperless Training administration work
- Digital Library

This portal enables the trainees to access the uniform standardized training content online or in blended campus mode. Any postal employee or GDS can log into this user-friendly portal just with his Employee ID, date of birth, mobile no. and email ID and can have access of training contents developed as per W.T.D.E.T. (Watch, Think, Do, Explore, Test) model of iGOT Karmayogi framework. In addition to this, trainees can enhance their competencies with the help of Digital Library equipped with over 7000 departmental orders, circulars, SOPs. To evaluate the knowledge gained, provision of tests/quizzes has been made after each module. The trainees can also view and assess their progress with learning graphs available in this portal.

The portal has been specially curated in such a way that no trainee can get through next content/module without completing the test of the previous module with at least 60% marks. Trainees, who secure less than 60% will automatically be redirected to re-learn that module. Keeping in mind the trainee centricity and trainee autonomy, provision has been made in Dak Karmayogi portal to provide an option to the trainees to give their feedback, ratings and suggestions for every video and other learning content so that necessary enrichment can be ensured. For ease of trainees, videos have been made available in 12 Indian languages on this portal to enable them to access training content in vernacular languages from any of the corners of the country.

As a celebration of “Azadi ka Amrit Mahotsav” under Mission Karmayogi by GoI, Department of Posts has envisaged to transform 2.5 lakhs Gramin Dak Sevaks to Gramin Dak Karmayogi by imparting them Right Attitude, Skills and Knowledge (ASKs). An online Capacity Building Program for Gramin Dak Sevaks has been prepared, which will enable them to be self-confident and self-reliant. This program is christened as Gramin Dak Karmayogi.

Similarly, under guidance of Hon'ble MoC and MoSC, for catering training needs related to various parcel services, a special course has been curated with right combination of soft skills and parcel operational skills, which is christened as PARCELS DEeP. Both these courses made available on DAK KARMAYOGI portal, which has been developed by in-house resources and was launched by Hon'ble MoC and MoSC on 28th June 2022.

Conceptualizing Mission Karmayogi program, the focus of this portal is to reawaken “Seva Bhav” among the stakeholders while keeping main theme as moving from ‘Rule’ to ‘Role’. This portal envisages to bring all the training content related to work procedures of all cadres under one roof with essential soft skills to enable them to learn relevant subject anytime, anywhere as per their convenience so that Azadi Ka Amrit in form of Postal services can be served by these Karmayogis to every household of the nation. Dak Kamayogi portal is a step forward to enable every employee with all the competencies to realize the vision of India Post to be the first choice of the customer.

As on date, 3,97,289 (More than 96%) employees including GDS have been on-boarded on Dak Karmayogi Portal, 3,93,864 employees have been registered in available courses on Dak Karmayogi Portal and 3,35,620 employees have received training completion certificate.

Additionally, Department of Post has multiple field training centres:

S.No.	Training Institute Name	Number
1	Rafi Ahmed Kidwai National Postal Academy, Ghaziabad	1
2	Postal Training Centre (PTC)	6
3	Regional Training Centre (RTC)	4

Rafi Ahmed Kidwai National Postal Academy, Ghaziabad is the apex training institute of the Department of Posts is a Central Training Institute and has the primary role of training and grooming the young officers who get recruited to the Indian Postal Service. It also conducts various in-service training programmes on Postal Management for Postal Service officers in India and other foreign Postal Administrations. In addition, the academy organizes several workshops, seminars, and off-campus programmes on a variety of professional subjects. With state-of-the-art training infrastructure facilities and a serene, verdant campus, the Academy offers a great opportunity for acquiring professional expertise as well as soft skills so important for becoming an effective leader. The goal of the institute is to make the officers of the department professionally competent to handle the ever- changing communications market. Drawing strength from the experience of in house and external faculty, the Academy strives to make learning an enjoyable experience.

Postal Training Centre (PTC): There are six Postal Training Centres at Darbhanga, Guwahati, Madurai, Mysuru, Saharanpur and Vadodara which have been set up for imparting training to inspectorial cadres and operative staff. These training centres have necessary infrastructure such as computer labs, classrooms and hostel facilities for the trainees.

- The first residential postal training facility was constructed at PTC Saharanpur to meet the training requirements of Punjab, Uttar Pradesh, Delhi Postal Circles and Rajasthan portion of the central circle

- In order to meet the training requirements of the Gujarat, Maharashtra, Madhya Pradesh, and Chhattisgarh Postal Circles, PTC Vadodara was built as the second residential postal training centre.
- PTC Mysore is the third residential postal training centre to be constructed to fulfil the training needs of Karnataka, Kerala, Andhra Pradesh, and Tamil Nadu Postal Circles,
- Different postal workers from the Assam and North-eastern (NE) Postal Circles receive training at PTC Guwahati.
- Postal workers in Kerala and Tamil Nadu receive training from PTC Madurai.
- The Bihar, Jharkhand, Odisha, and West Bengal Postal Circles' training needs are met by the PTC Darbhanga Postal Training Centre.

The Centre for Excellence in Postal Technology (CEPT) division of PTC Mysuru manages the Department of Posts' technological requirements (DoP). The General Manager and the Director of CEPT work together to lead the CEPT in Mysuru.

The Department of Posts (DoP) runs a variety of training programmes through these postal training centres (PTC). The PTCs were also outfitted with cutting-edge modern equipment and computer-based training facilities for both online classes and in-house training services in light of the IT Modernization of Department of Posts postal operations.

Regional Training Centres (RTCs): There are four RTCs at Bhubaneswar (Odisha), Delhi, Nashik (Maharashtra) and Hubballi (Karnataka) which have been set up for providing training to the Postal operative staff.

In addition, there are 476 Workplace Training Centres (WTCs) located in field for ensuring training delivery with minimum dislocation of trainees from their workplace. Other training, including mid-career/in- service for delivering training to Multitasking Staff (MTS), Gramin Dak Sevaks (GDS) and Postal Assistant/ Sorting Assistant is also imparted through Workplace Training Centre (WTC).

Table 2: The details of the training programmes conducted (as per Annual Report 2021-22):

Sl. No.	Activity	Number of Officers/ Officials Trained
1	Management Programme for Group A and B Officers	921

Sl. No.	Activity	Number of Officers/ Officials Trained
2	Development Programme for Inspector and Assistant Superintendent Posts	2437
3	Development Programme for Operative/Supervisory Staff	35691
4	Development Programme for Mail Overseers/Postmen/MTS	4303
5	Development Programme for Gramin Dak Sevaks	38567
6	Training of Trainers and Specialized trainings	295
	Total	82214

3. Capacity Needs Analysis (CNA) of the Department of Post

As part of the process for preparing the Annual Capacity Building Plan, the Department established a Capacity Building Unit (CBU) to effectively manage its capacity building initiatives.

3.1. Our approach to conduct capacity needs analysis (CNA)

The Department undertook an initial level assessment using an exercise termed "Framework of Roles, Activities and Competencies" (FRAC). The requirements and data received as a part of this exercise was further analyzed and the following activities were performed to identify multiple competency requirements across vertical divisions, highlighting behavioral, functional, and domain-level competencies.

3.1.1. Data gathering and compilation

Data from FRACing exercise was gathered by department across different cadres. The data included competency requirements across 17 cadres under three (3) Groups namely Group A, Group B and Group C. The table showcases the count of designations across corresponding cadres for which the FRAC exercises was conducted.

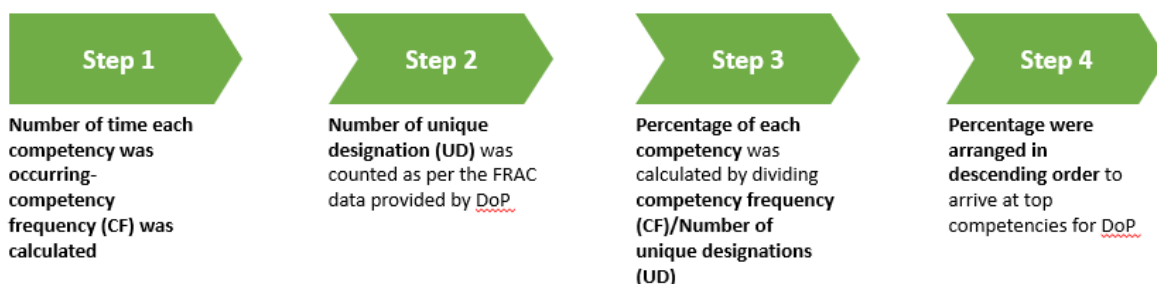
Table 3: count of designations across corresponding cadres:

Sr.No.	Cadres	Total No. of Designations
1	LSG Cadre and Supervisor working in PO / RMS	12
2	Sorting Assistant	13
3	Stenographer	04
4	Postal Assistant (Post Office)	17
5	GDS (Grameen Dak Sevak)	01
6	GDS ABPM (Grameen Dak Sevak Assistant Branch Postmaster)	01
7	GDS BPM (Grameen Dak Sevak Branch Postmaster)	01
8	Postman	04
9	Postal Assistant Savings Bank Control Organization (SBCO)	02
10	Inspector of Posts & Assistant Superintendent of Posts	15
11	Postal Assistant in Mail Motor Service (MMS)	01
12	Mail Guard	01
13	Indian Postal Service Group 'A' Cadre	28
14	Postal Assistant CO/RO	22
15	Postal Service 'Group B' Cadre	20
16	HSG-I Cadre and Supervisor working in PO / RMS	07
17	HSG-II Cadre and Supervisor working in PO / RMS	10
	Total	159

3.1.2. Assessment of competencies

As per the compiled data, top competences for DoP have been determined through a step-by-step approach.

Figure 6: Top Competency requirements across DoP



Key competencies required for each designation across the cadres ascertain the capacity needs of the individual. These inputs shall help in determining the type of training that need to be implemented by the Department.

3.1.3. Identification and validation of competencies

The consolidated FRAC data across 17 cadres was observed to have around **325** behavioral competencies, **537** functional competencies, and **595** domain competencies. These competencies were defined across various designations along with respective roles and responsibilities. Based on the existing competencies identified, a workshop/ group discussion was held with DoP officials and field units to validate the FRAC data. The feedback given by different cadre representatives during the workshop was incorporated in the analysis and accordingly, prioritization of competencies was finalized.

3.2. Top Competencies across 17 Cadres

The key competencies across Department of Posts have been identified and mentioned below across behavioral, functional and domain category.

Figure 7: Top Behavioral Competency requirements across DoP

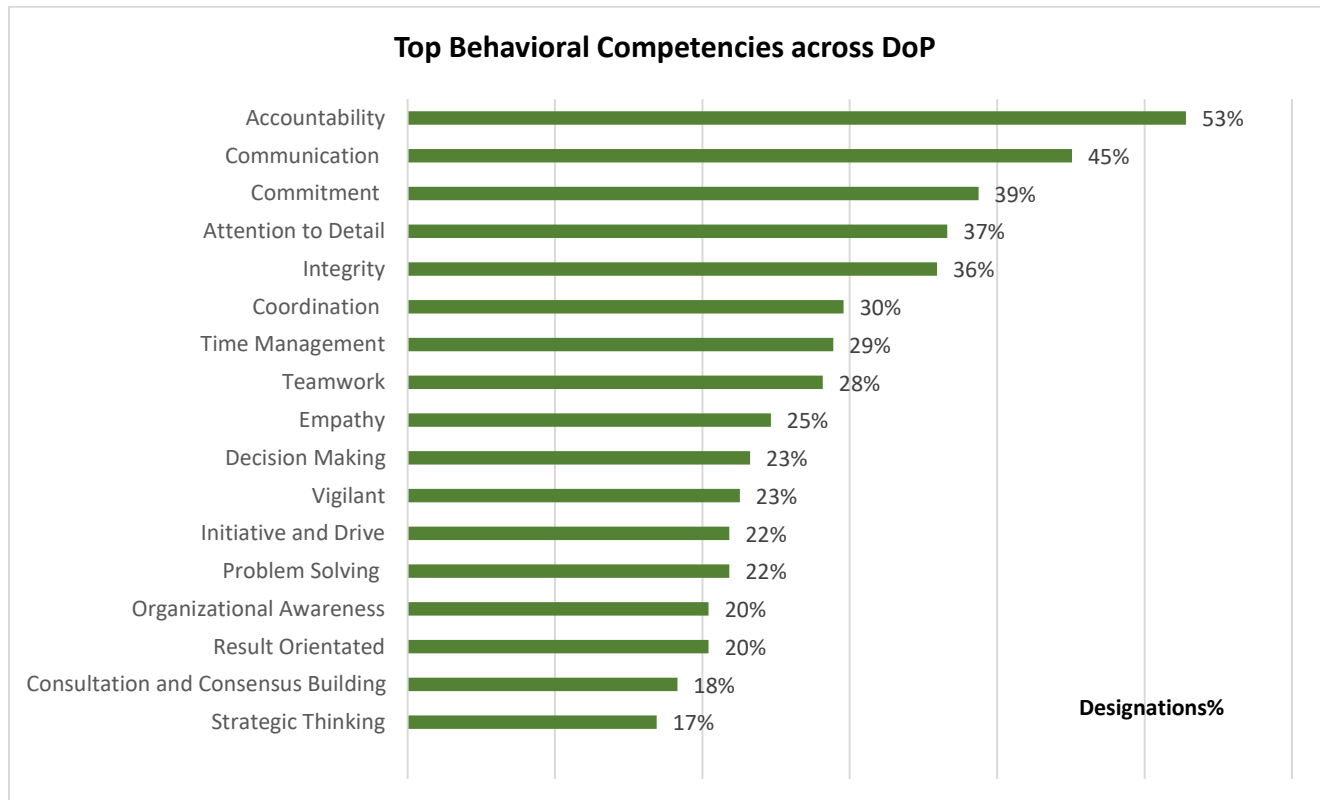


Figure 8: Top Functional Competency requirements across DoP

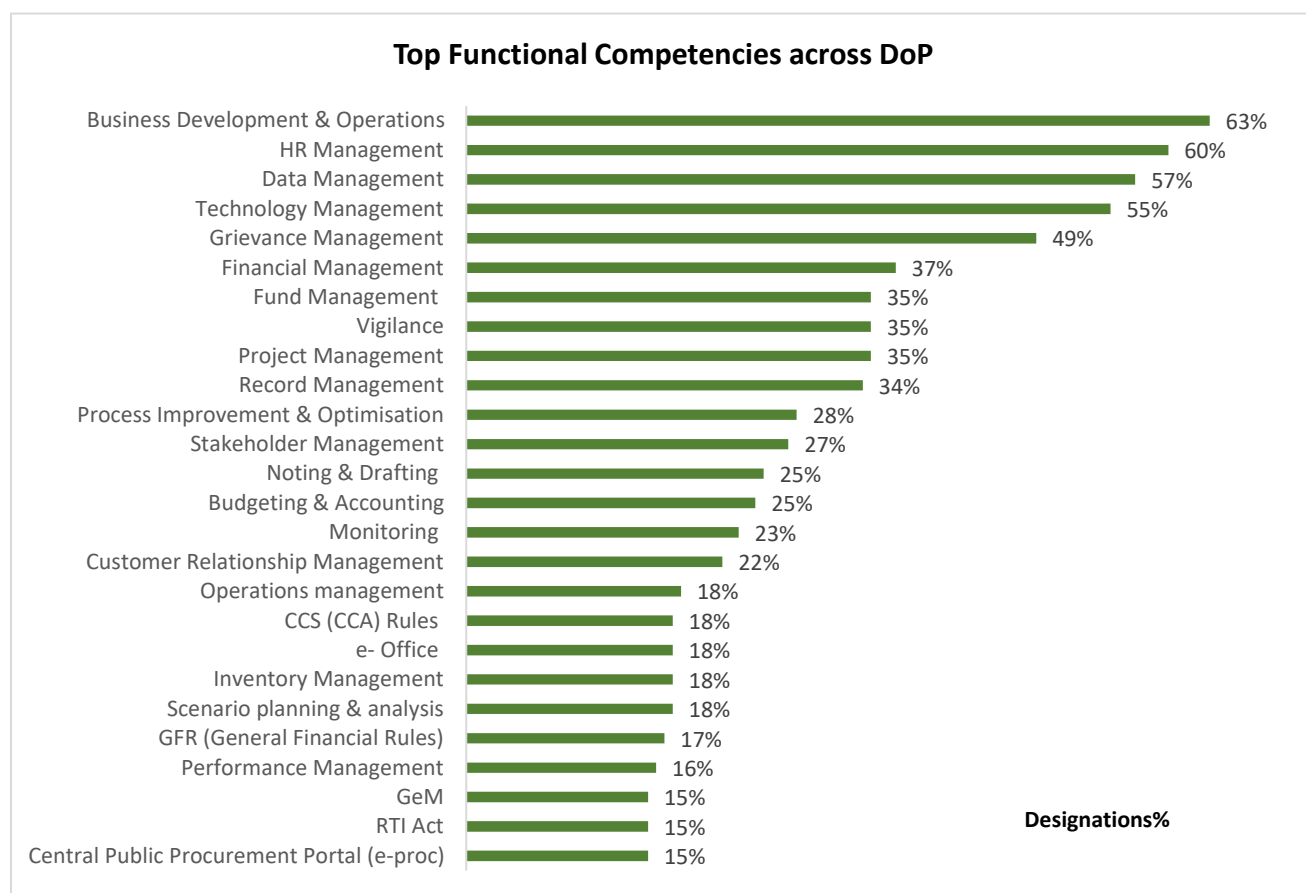
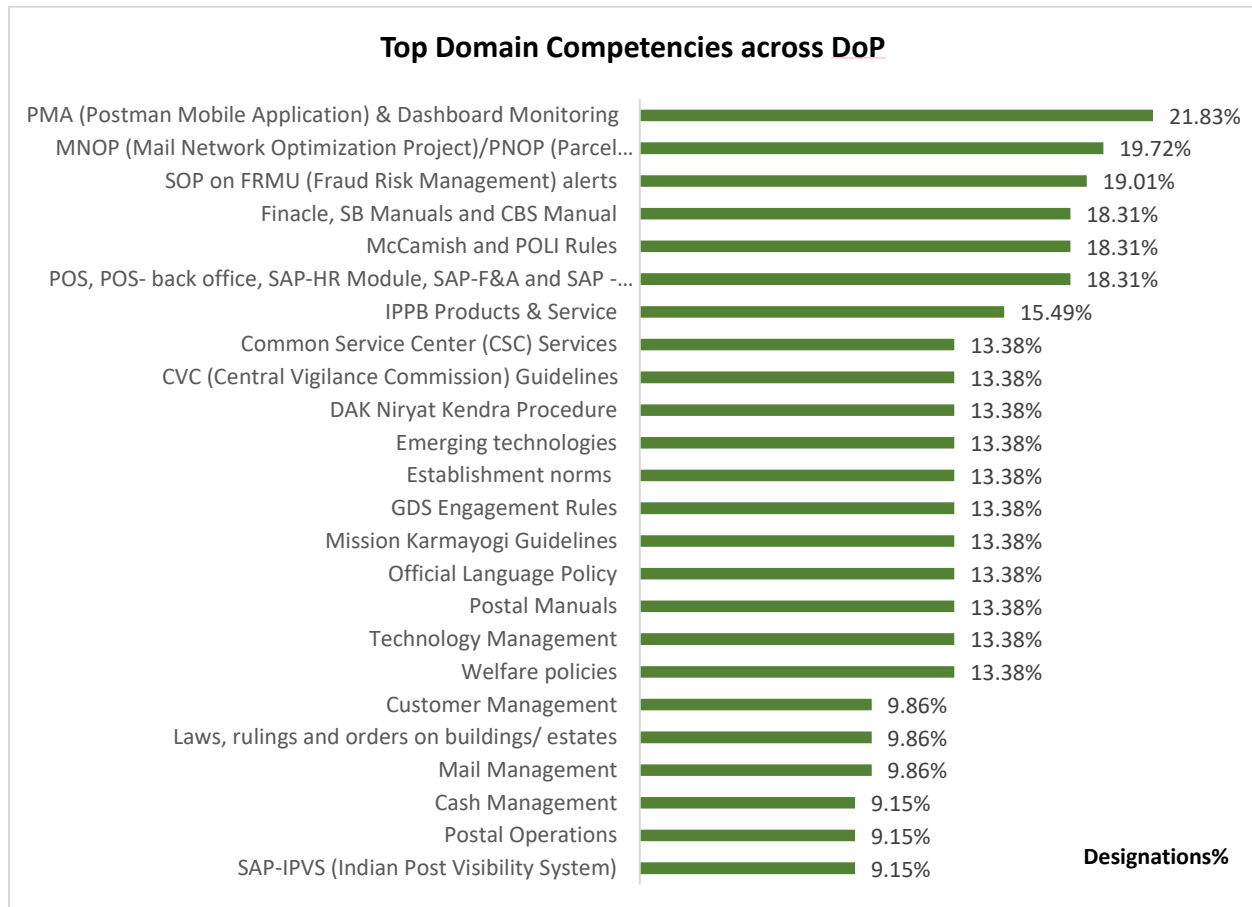


Figure 9: Top Domain Competency requirements across DoP



3.3. Detailed Capacity Need Analysis for each Cadre

3.3.1 Indian Postal Service Group

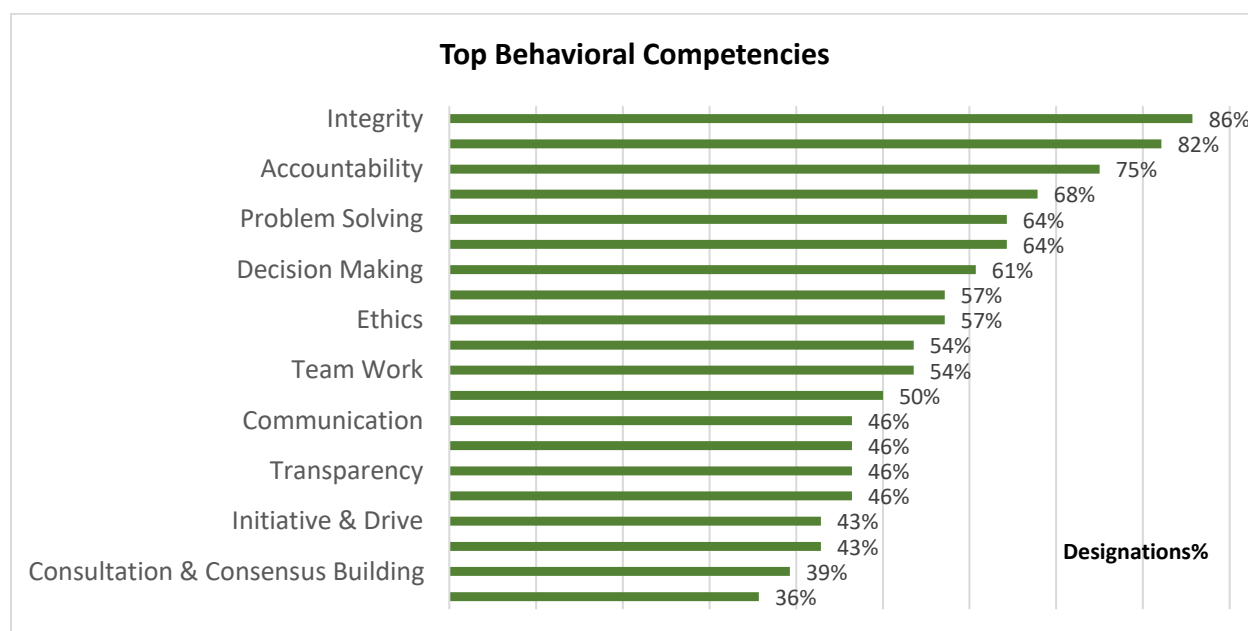
IPOS Group “A” Cadre has been playing a vital role in the smooth functioning and growth of the Indian postal system. The IPOS Group A officers are responsible for managing the postal network, which includes post offices, sorting offices and other facilities. They are also responsible for maintaining high standards of customer service, ensuring the security of the postal network, and implementing new initiatives to modernize and improve postal services in India. In summary, the IPOS Group A Cadre officers play a crucial role in ensuring the smooth and efficient functioning of the postal services in India and meeting the needs of customers across the country.

Group	Number of unique Designations	Number of Employees
A	28	561

Behavioral Competency needs

The figure below depicts top behavioral competency requirements of Indian Postal Service Group.

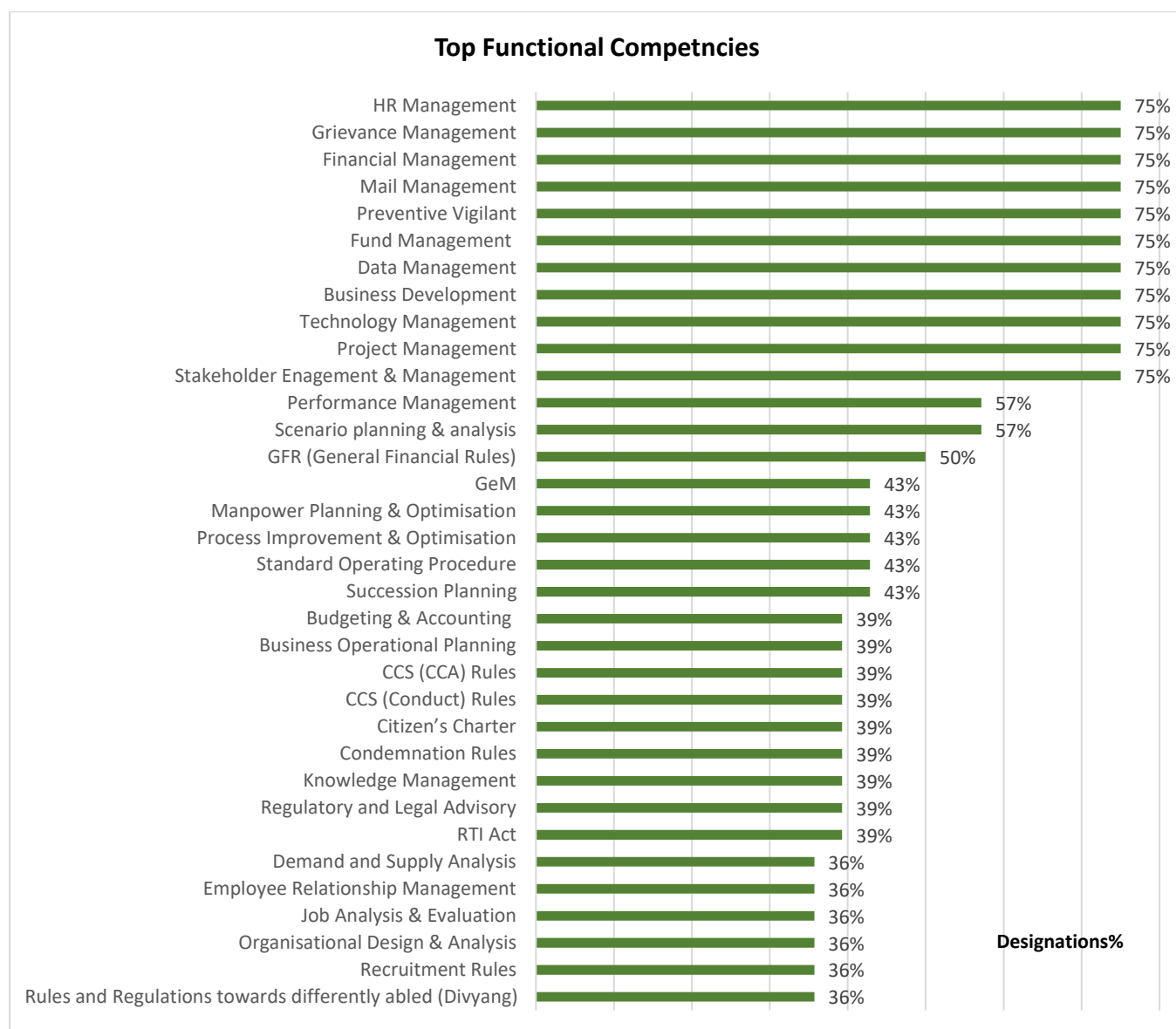
Figure 10: Top Behavioral Competencies



Functional Competency needs

The figure below depicts top functional competency requirements of Indian Postal Service Group.

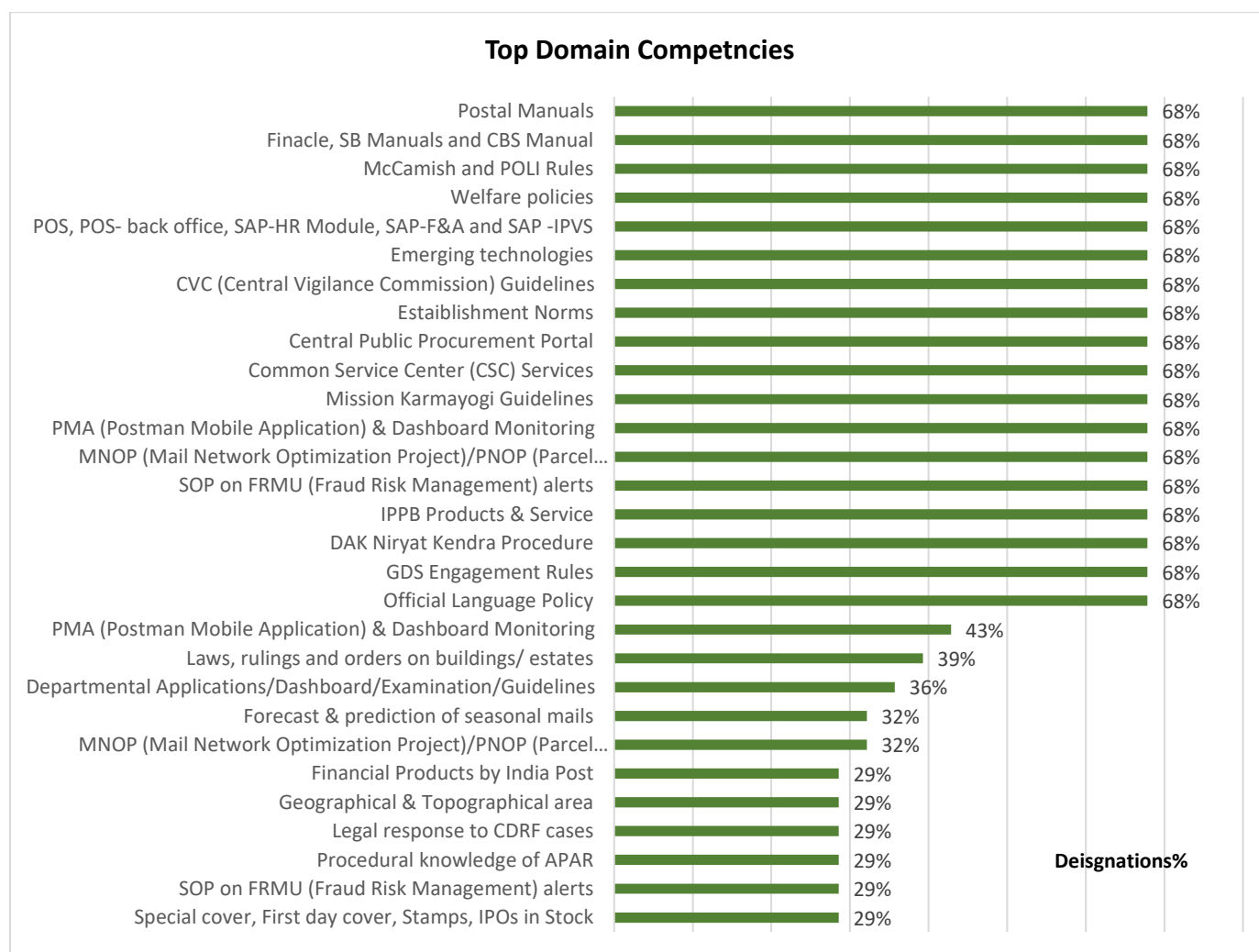
Figure 11: Top Functional Competencies



Domain Competency needs

The figure below depicts top domain competency requirements of Indian Postal Service Group.

Figure 12: Top Domain Competencies



3.3.2 Inspector of Posts and Assistant Superintendent of Post (IP & ASPO)

The Department of Posts is responsible for providing Postal Services to the citizens of India. The Inspector of Posts and Assistant Superintendent of Posts are two important positions in this department that play a crucial role in ensuring smooth functioning of the Postal Services. Inspector Posts and Assistant Superintendent of Posts Cadres are the Middle-level managers who are the backbone of the Department. They are the vital link between Department's senior leadership on one hand and the ground personnel on the other. They are responsible for the implementation of the Department's strategy on day-to-day basis, and it would be better to say that success or failure of any project of the Department largely depends on the strength of this cadre

An Inspector of Posts is a non-gazette officer who is responsible for ensuring that postal operations are being carried out efficiently and effectively. They inspect post offices, mail offices, and other postal facilities to ensure that these comply with the standards of the department. They also investigate complaints and irregularities and take appropriate action to address any issues that may arise.

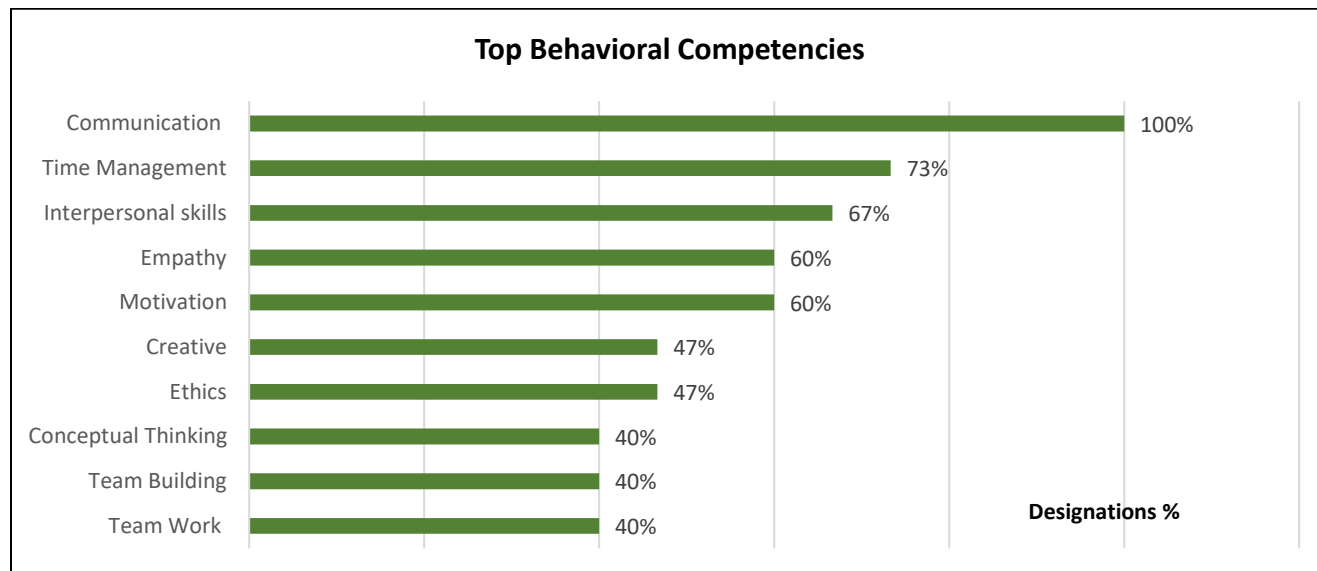
An Assistant Superintendent of Posts is a gazette officer who is responsible for the management of postal operations. They manage a team of postal employees and ensure that they are performing their duties effectively. They also manage the financial operations of the post office, including the handling of cash, the maintenance of accounts, and the preparation of budgets. Additionally, they are responsible for implementing new policies and procedures, and for ensuring that the postal services meet their targets and objectives. It's a cadre that manages operational efficiency of units where they are posted to work.

Group	Number of unique Designations	Number of Employees
B	15	4058

Behavioral Competency needs

The figure below depicts top behavioral competency requirements of IP & ASPO.

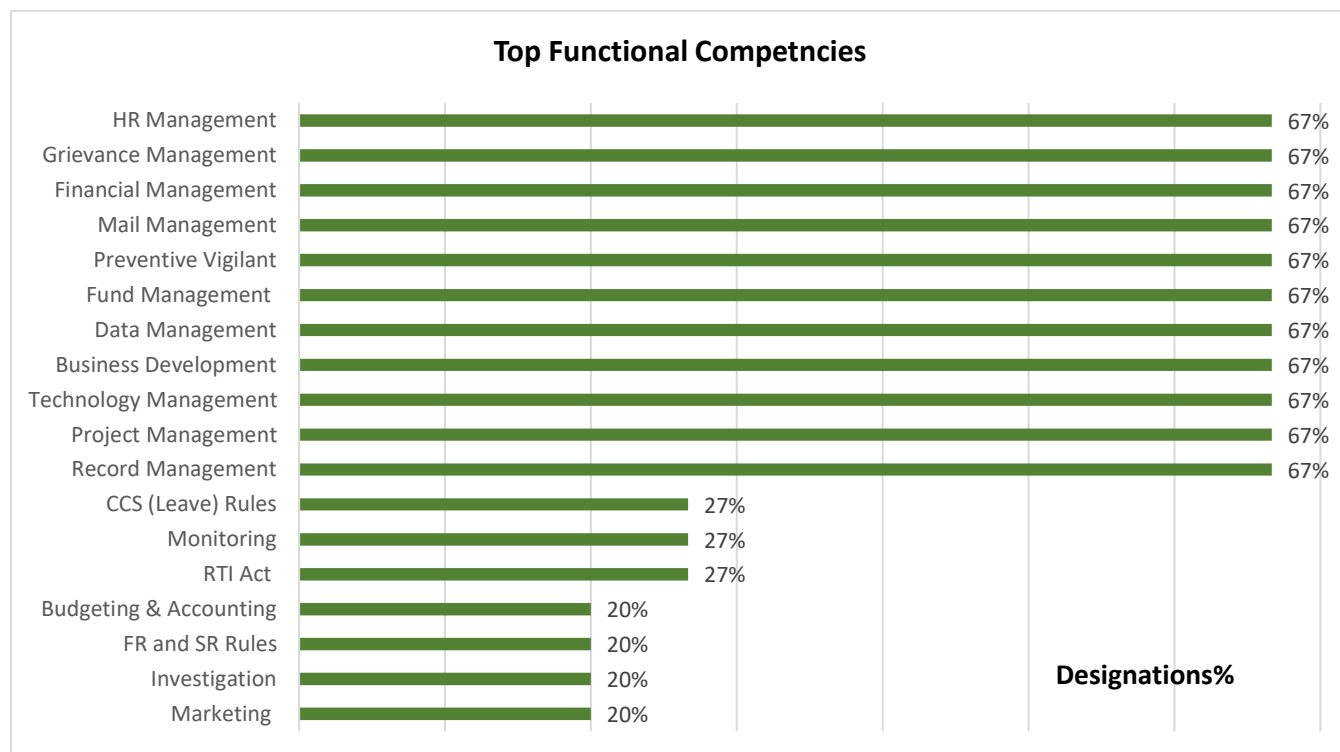
Figure 13: Top Behavioral Competencies



Functional Competency needs

The figure below depicts top functional competency requirements of IP & ASPO.

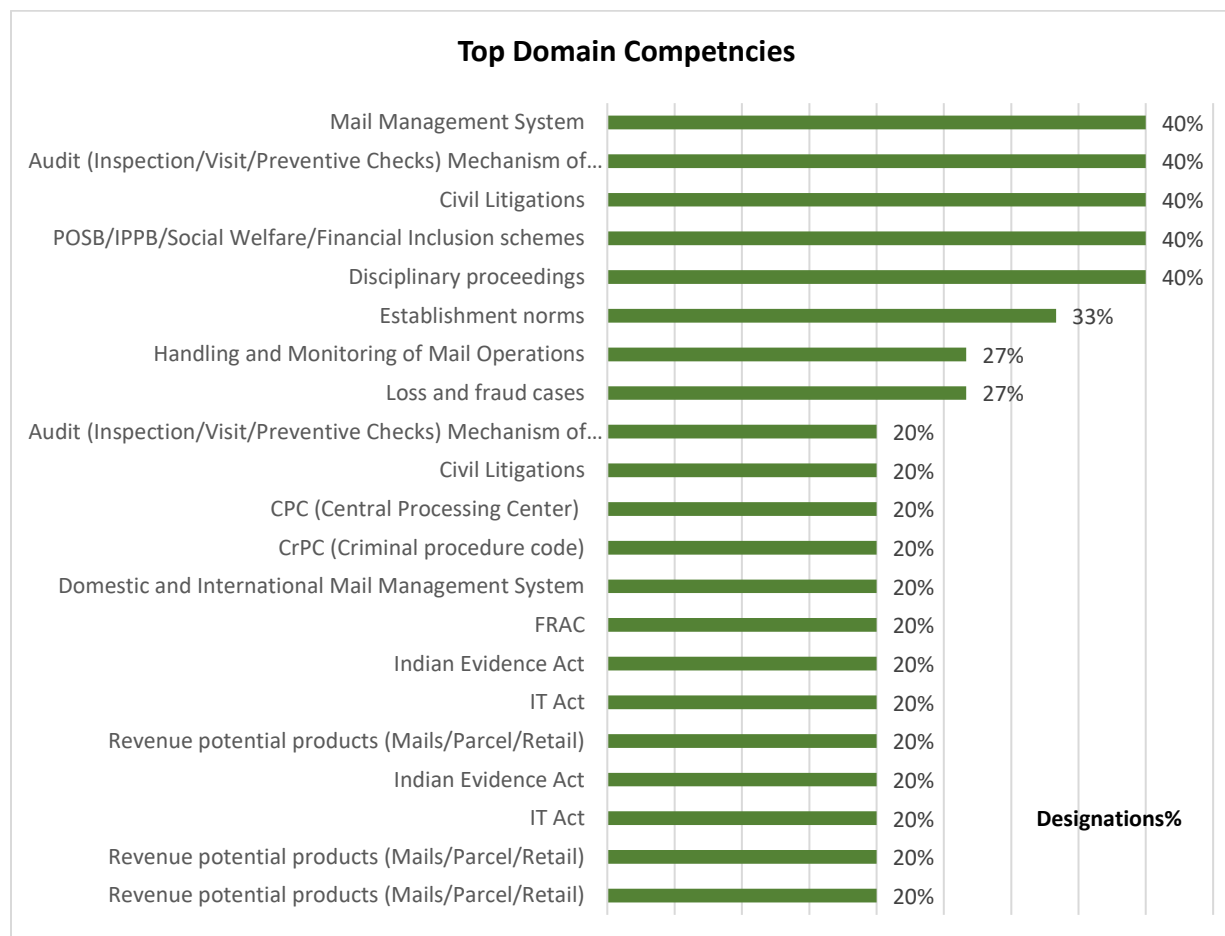
Figure 14: Top Functional Competencies



Domain Competency needs

The figure below depicts top Domain competency requirements of IP & ASPO.

Figure 15: Top Domain Competencies



3.3.3 Postal Service Group

Postal Service (PS) Group “B” officers are generally mid-level managers and supervisors who are responsible for the smooth functioning of postal operations at the district/ divisional level. They are responsible for managing a team of staff, ensuring quality of service, and implementing policies and guidelines set by the higher authorities.

Some of the common roles and responsibilities of Postal Service Group "B" cadre officials include:

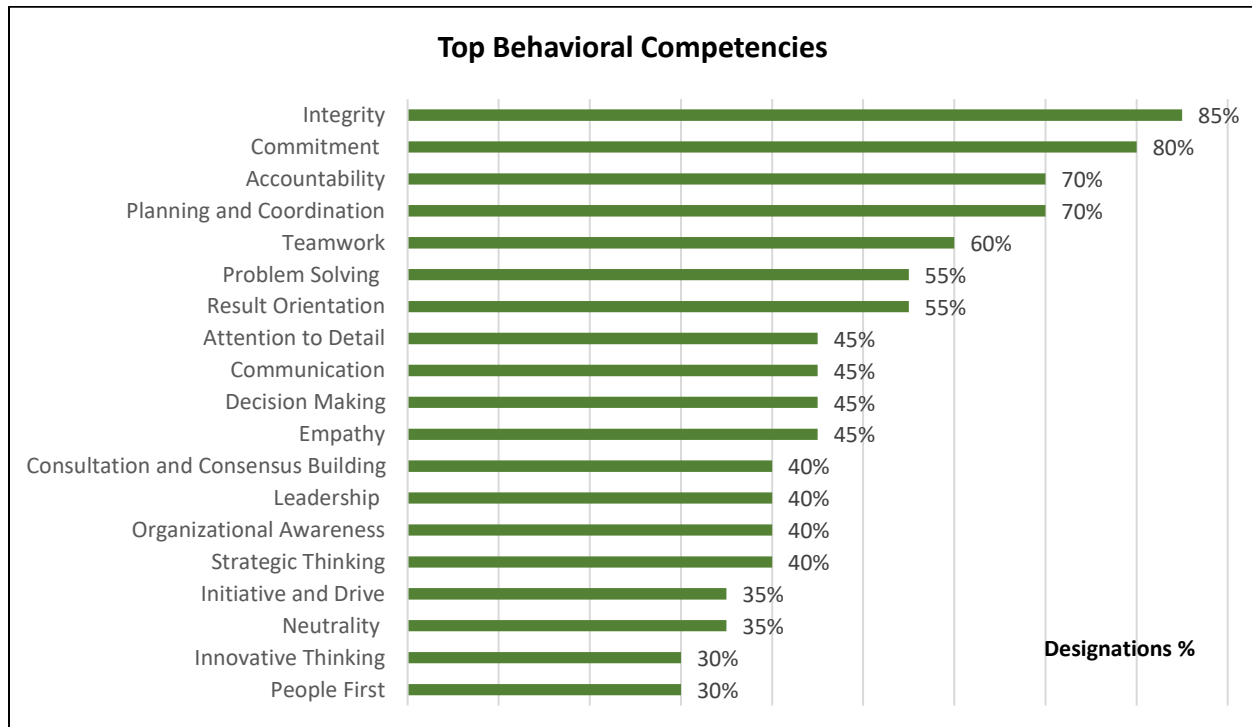
- Supervising and managing the work of Group "C" employees, who are involved in various operations such as mail sorting, delivery, and collection.
- Implementing and monitoring various policies, procedures, and guidelines related to postal operations, customer service, and employee performance.
- Managing and monitoring the financial and administrative aspects of postal operations such as budget planning, expenditure monitoring, and reporting.
- Maintaining and managing communication channels with customers, stakeholders, and other government agencies.
- Handling and resolving customer complaints and queries related to postal operations.
- Coordinating and collaborating with other departments and agencies to ensure the smooth and efficient functioning of postal services

Group	Number of unique Designations	Number of Employees
B	20	826

Behavioral Competency needs

The figure below depicts top behavioral competency requirements of PS Group employees.

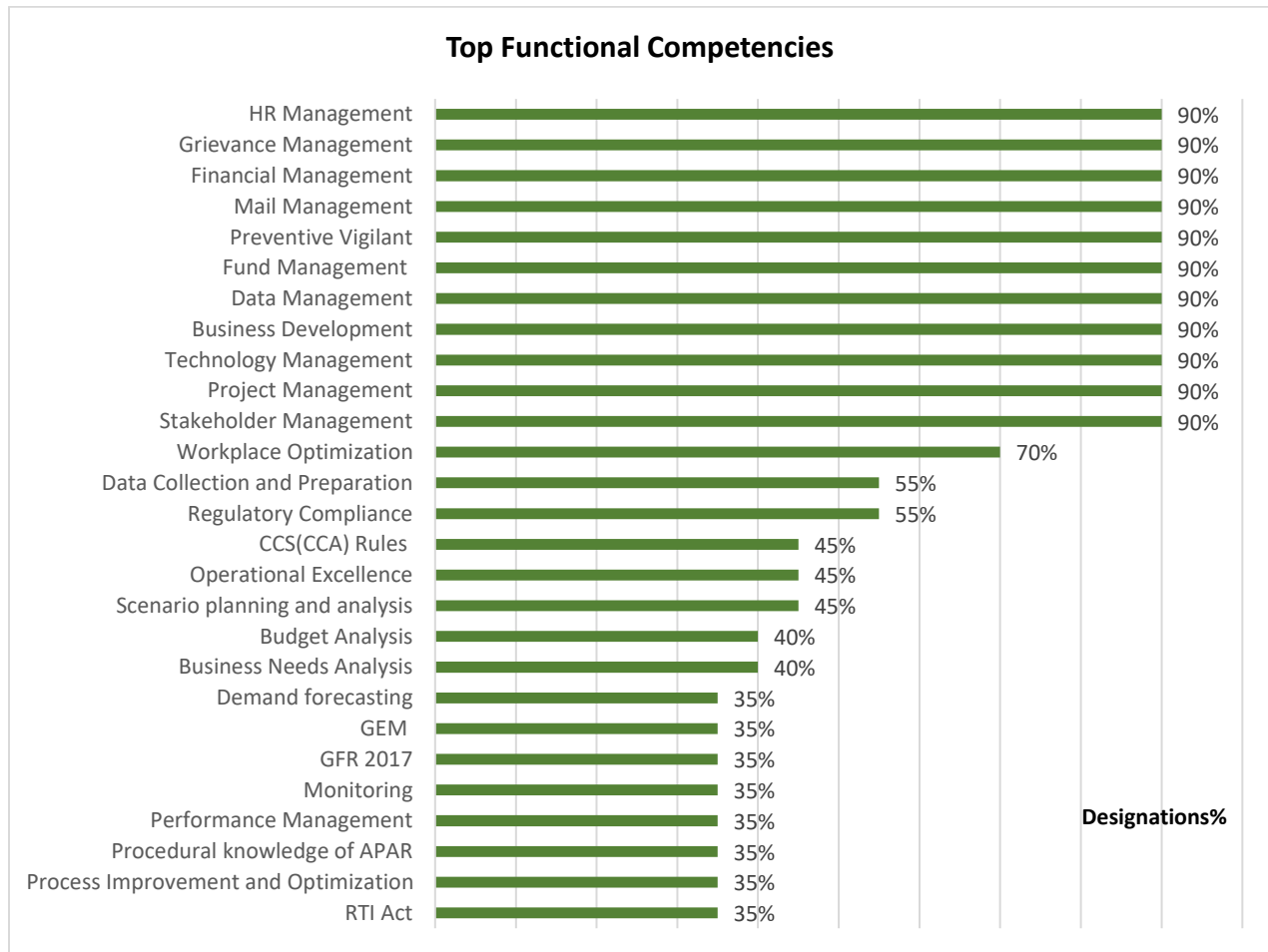
Figure 16: Top Behavioral Competencies



Functional Competency needs

The figure below depicts top functional competency requirements of PS Group employees.

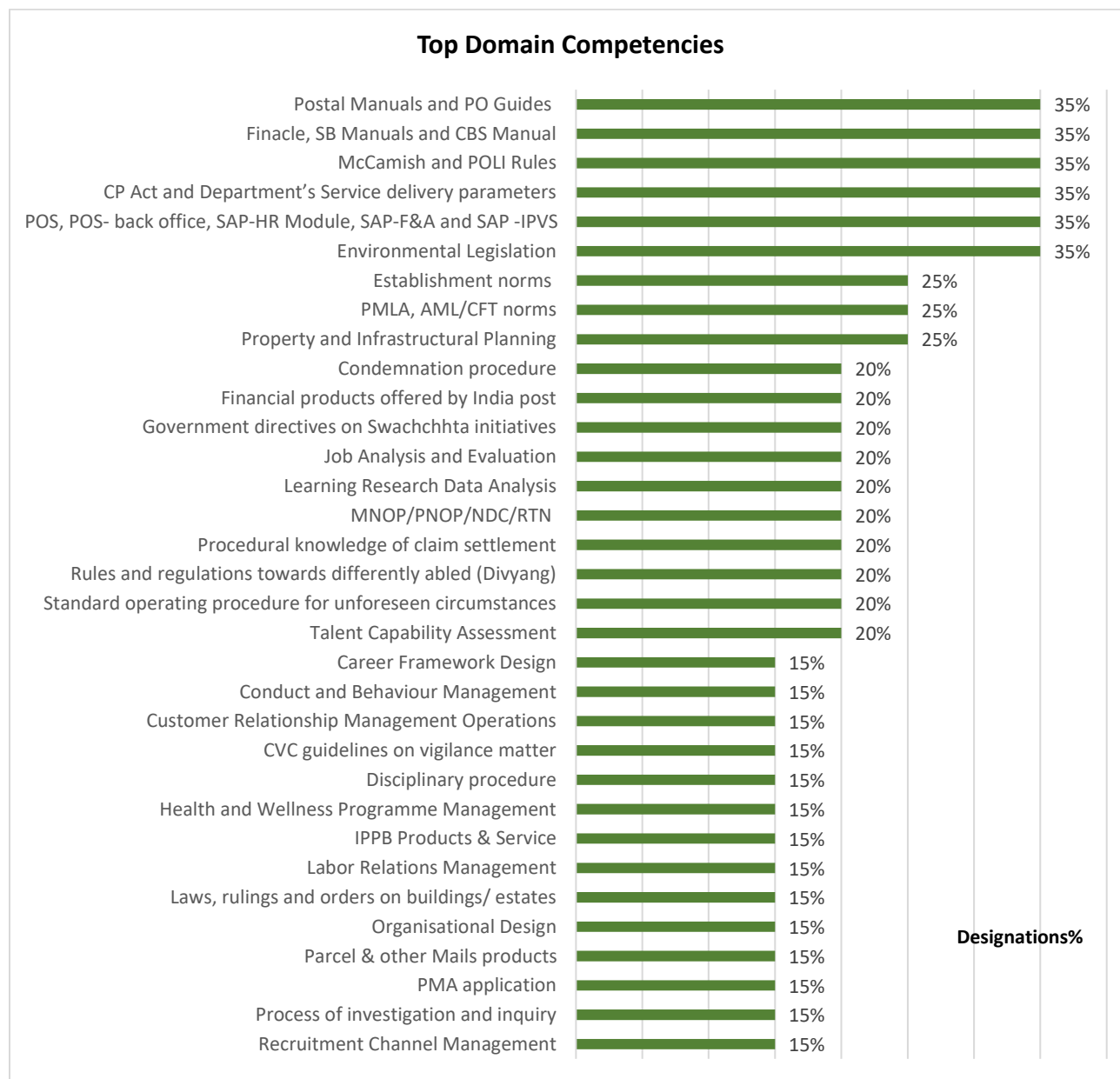
Figure 17: Top Functional Competencies



Domain Competency needs

The figure below depicts top domain competency requirements of PS Group employees.

Figure 18: Top Domain Competencies



3.3.4 Grameen Dak Sevak (GDS), GDS BPM (Branch Postmaster) and GDS ABPM (Assistant Branch Post Master)

Grameen Dak Sevaks (GDS) are part-time or full-time employees of India Post who work in rural areas to provide postal services to the local population. They may as delivery agents, mail carriers, or counter assistants, depending on their specific duties and responsibilities. GDS Dak Sevaks are responsible for sorting, delivering, and collecting mail, selling stamps and other postal products, and providing customer service to the local community.

GDS-Branch Post Master Group “C” officers are generally responsible for managing and overseeing the operations of a branch post office in a rural area. A GDS BPM is a Grameen Dak Sevak who has been designated as the head of a branch post office. They are responsible for managing the day-to-day operations of the post office, including receiving and dispatching mail, selling stamps and other postal products, and providing customer service to the local community.

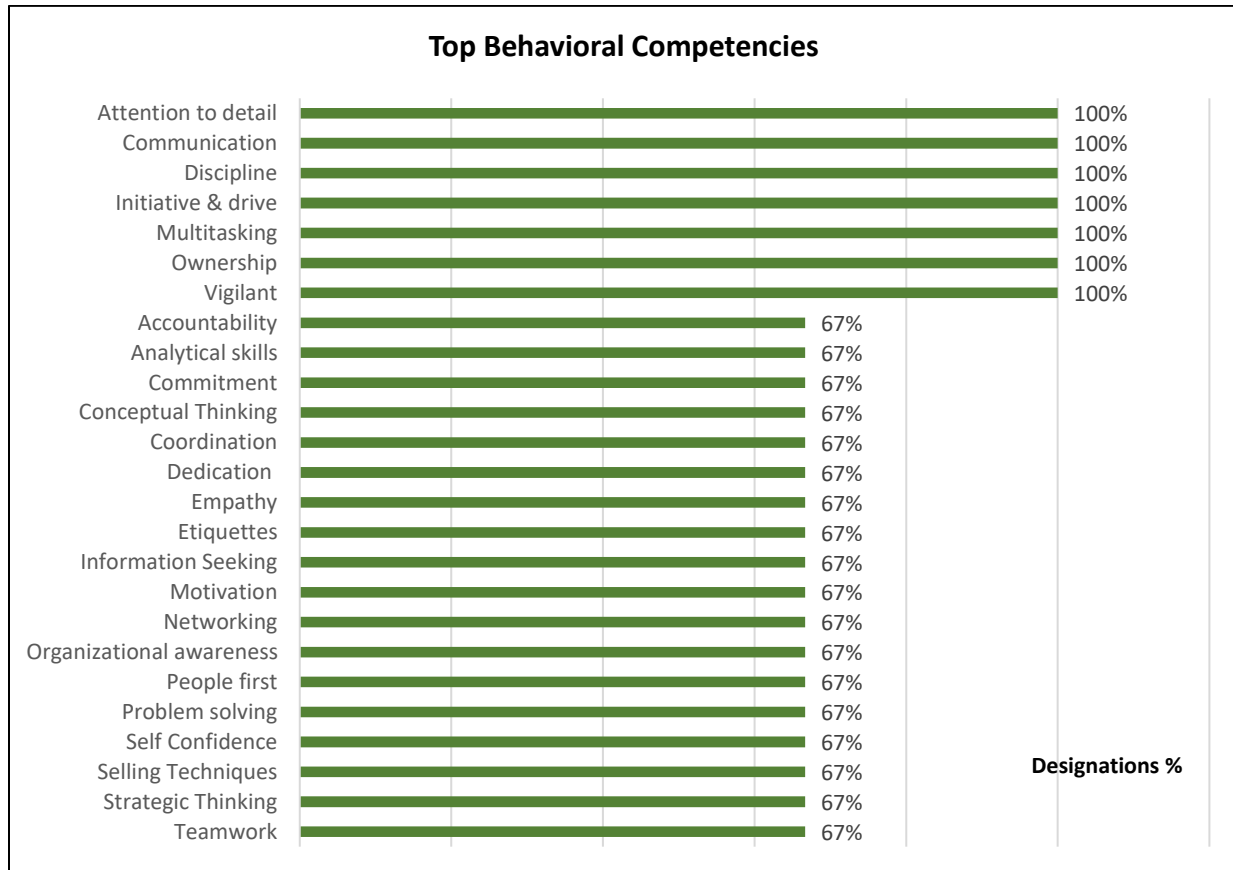
The GDS BPM position is an important one in the Indian Postal Service, as it helps to ensure that people in rural areas have access to essential postal services. The position requires strong communication and organizational skills, as well as a commitment to serving the needs of the local community.

GDS- Assistant Branch Post Master Group “C” officers are generally responsible for assisting the Branch Post Master (BPM) in managing and overseeing the operations of a branch post office in a rural area. As the name suggests, the GDS ABPM works as an assistant to the GDS BPM and helps with various tasks related to the functioning of the post office. They may be responsible for tasks such as receiving and dispatching mail, maintaining records, managing inventory, providing customer service, and other administrative tasks.

Group	Number of unique Designations	Number of Employees
C	3	214928

The figure below depicts top domain competency requirements of GDS, GDS-BPM & GDS- ABPM.

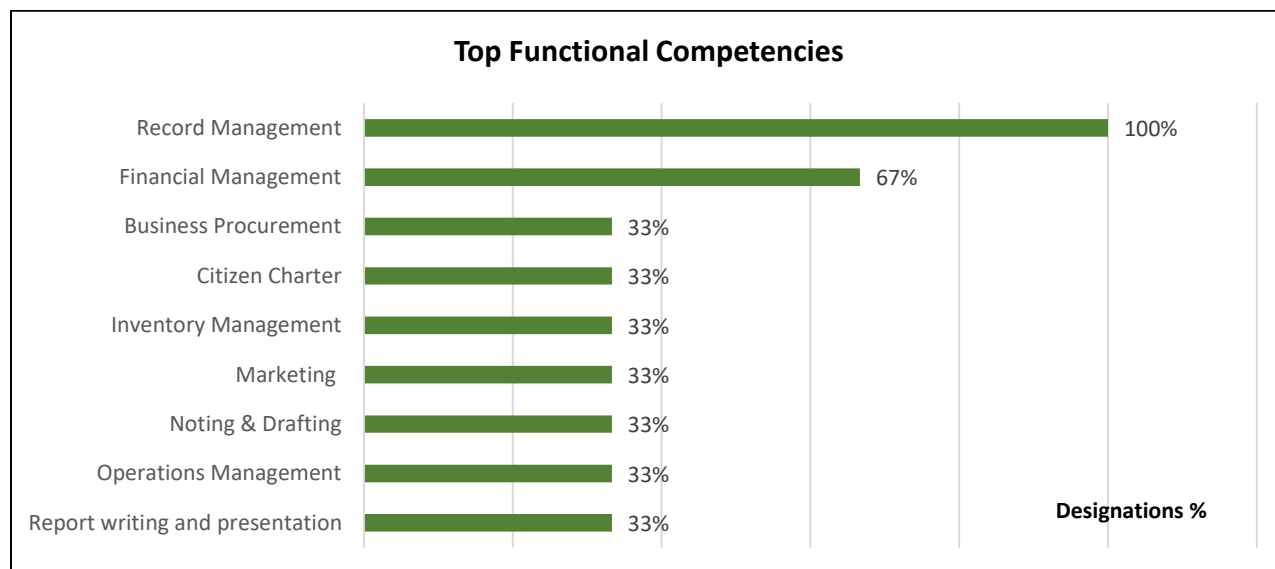
Figure 19: Top Behavioral Competencies



Top Functional Competency needs for Grameen Das Sevak, GDS-Branch Post Master & GDS- Assistant Branch Post Master

The figure below depicts top functional competency requirements of GDS, GDS-BPM & GDS- ABPM.

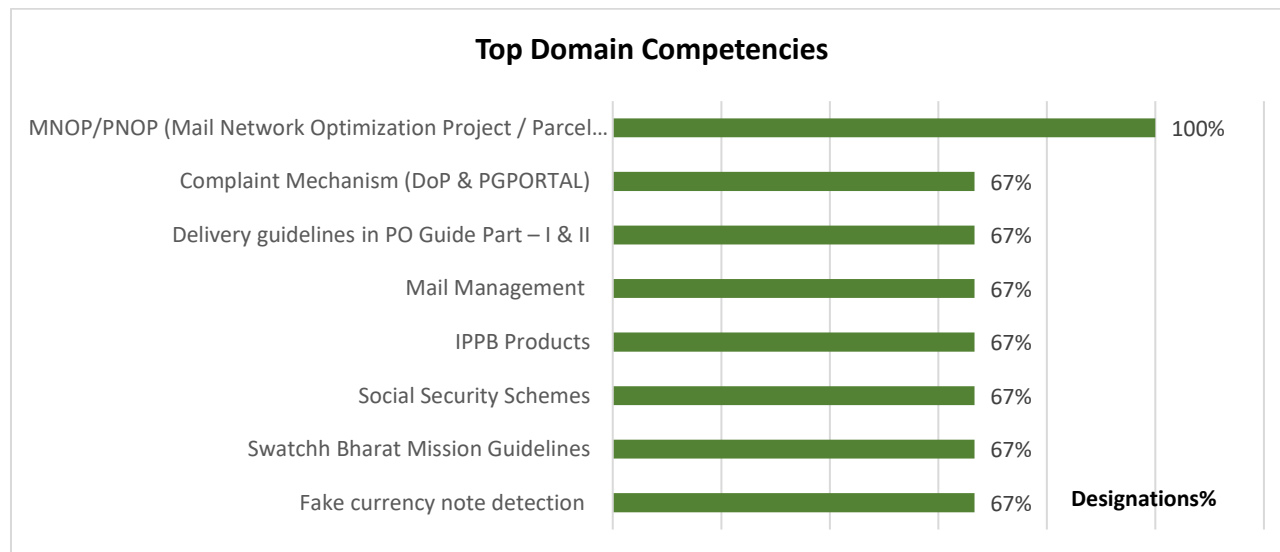
Figure 20:Top Functional Competencies



Top Domain Competency needs for Grameen Das Sevak, GDS-Branch Post Master & GDS- Assistant Branch Post Master

The figure below depicts top domain competency requirements of GDS, GDS-BPM & GDS- ABPM.

Figure 21: Top Domain Competencies



3.3.5. Postman

India Post is the widest postal network across the world. And Postman plays a very important role in the functions of India Post as its brand ambassador. Postmen Group “C” units are generally responsible for delivering mail, packages, and other postal items to individuals and businesses in a designated geographic area. The postman is a frontline worker who plays a critical role in ensuring that mail and other postal items are delivered to the right recipients in a timely and efficient manner.

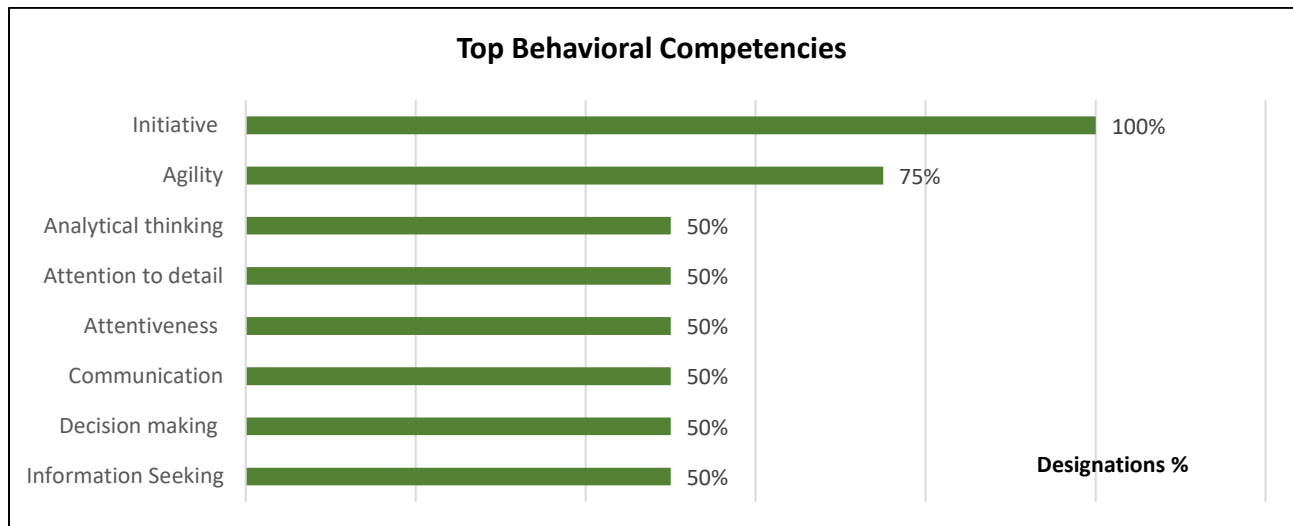
The duties of a postman typically include sorting and organizing mail and packages for delivery, loading them onto a delivery vehicle, and delivering them to homes, offices, and other locations within their designated area. They may also collect outgoing mail and packages for return to the post office, as well as provide customer service to recipients, answering questions and resolving any issues related to mail delivery.

Group	Number of unique Designations	Number of Employees
C	4	5909

Behavioral Competency needs

The figure below depicts top behavioral competency requirements of Postman.

Figure 22: Top Behavioral Competencies



Functional Competency needs

The figure below depicts top functional competency requirements of Postman

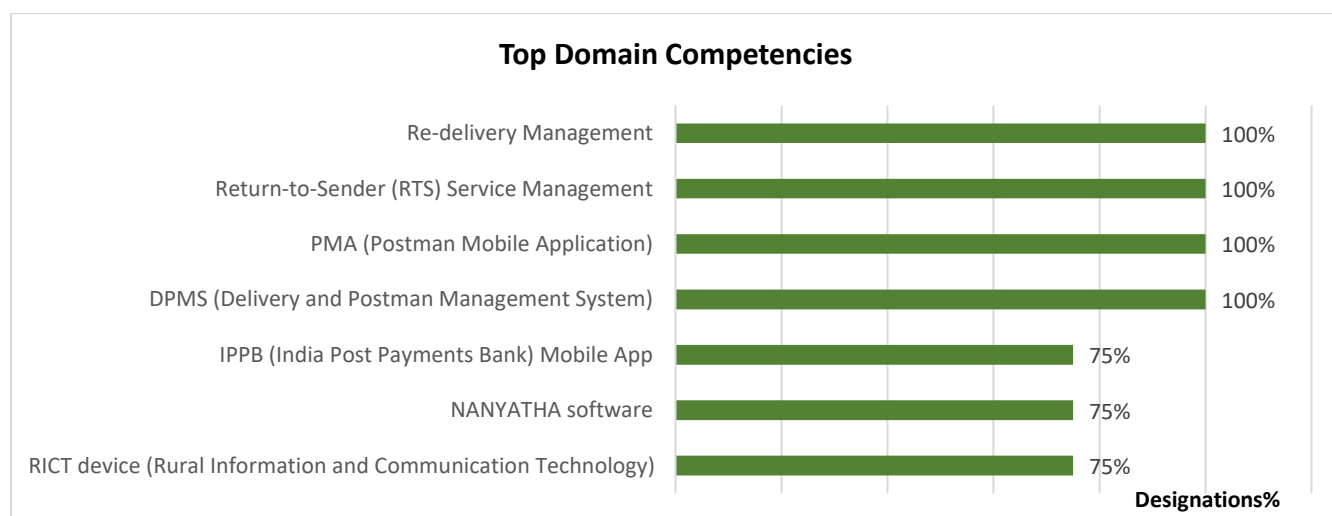
Figure 23: Top Functional Competencies



Domain Competency needs

The figure below depicts top domain competency requirements of Postman

Figure 24: Top Domain Competencies



3.3.6 Sorting Assistant

In the postal department, sorting assistants play a crucial role in ensuring that mail and packages are sorted and delivered to the correct recipients in a timely and efficient manner. They are responsible for sorting incoming mail and packages, routing them to the appropriate locations, and preparing them for delivery. By having a skilled and efficient team of sorting assistants, the postal department can improve its delivery speed, accuracy, and reliability, which can help to enhance customer satisfaction and loyalty. Additionally, sorting assistants can help to optimize the use of resources such as sorting equipment, vehicles, and personnel, which can lead to cost savings and improved efficiency.

To accomplish this, a variety of sorting tools and techniques, including barcodes, automated sorting machines, and manual sorting methods are to be used. Work closely with other postal workers to coordinate the flow of mail and ensure that each piece of mail is properly routed and tracked throughout the sorting process.

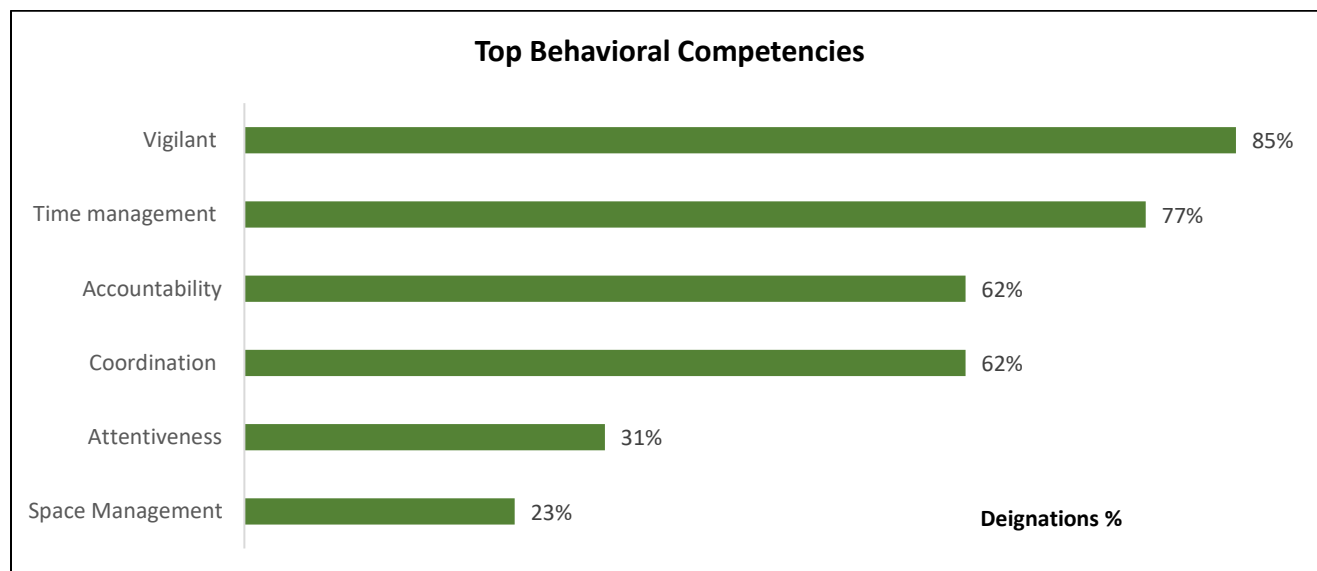
In addition to sorting and processing mail, also be responsible for maintaining accurate records and logs of all mail that passes through the sorting facility. This would involve inputting data into computer systems, scanning barcodes, and ensuring that all mail is properly documented and accounted for.

Group	Number of unique Designations	Number of Employees
C	13	13820

Behavioral Competency needs

The figure below depicts top behavioral competency requirements of Sorting Assistant.

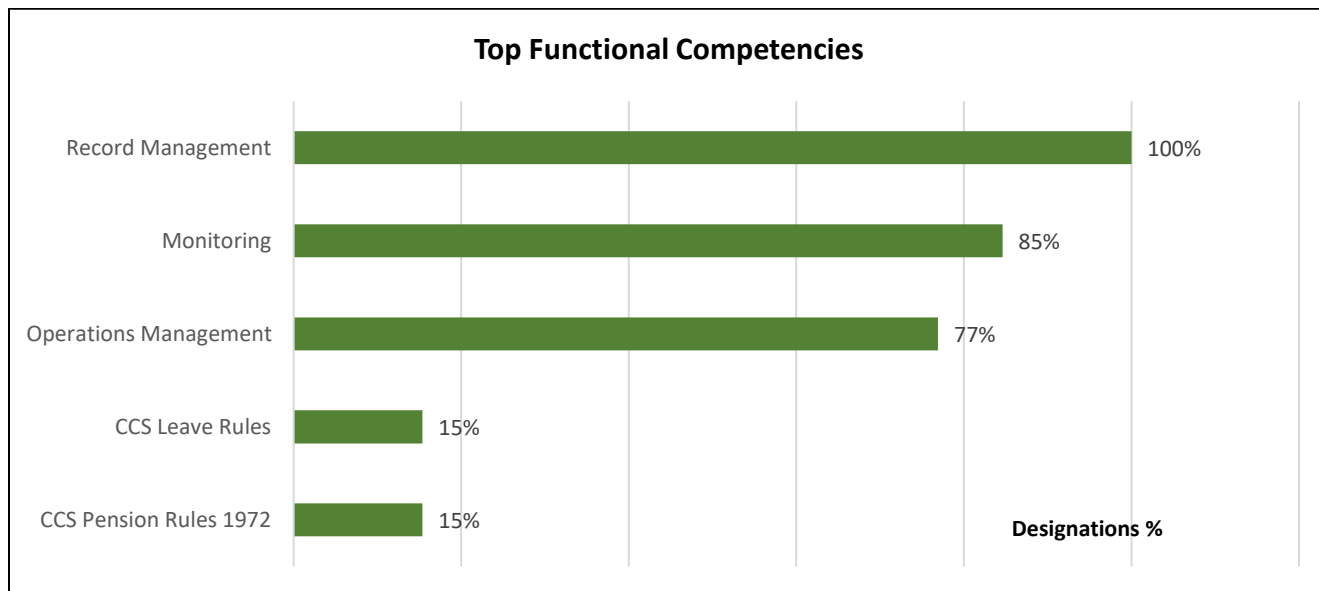
Figure 25: Top Behavioral Competencies



Functional Competency needs

The figure below depicts top functional competency requirements of Sorting Assistant.

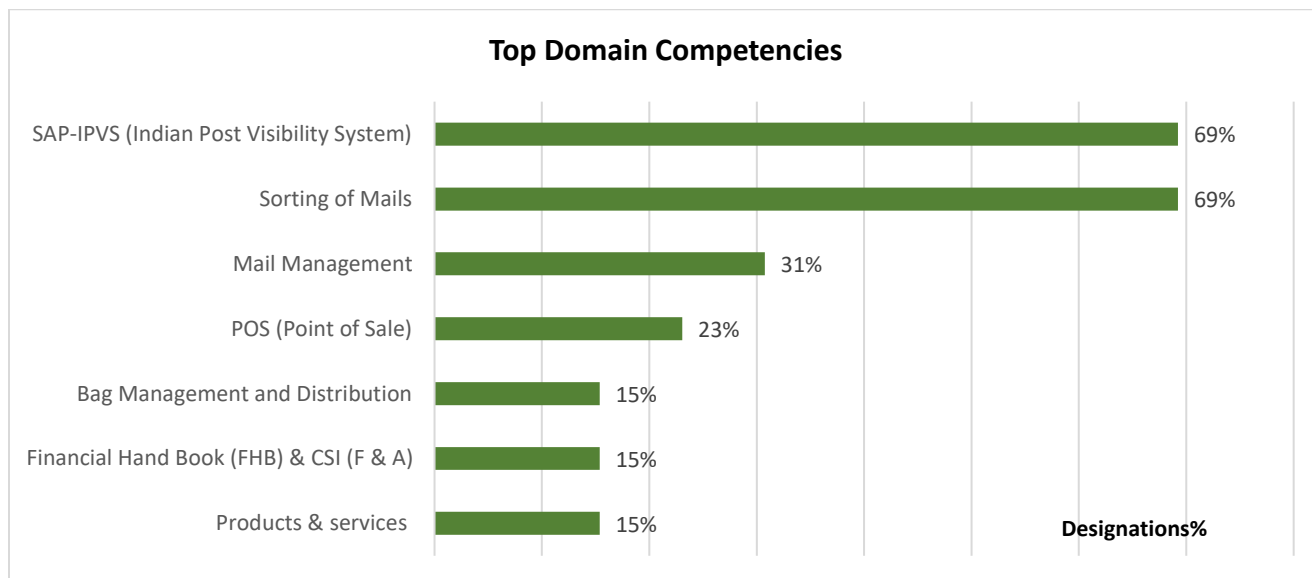
Figure 26: Top Functional Competencies



Domain Competency needs

The figure below depicts top domain competency requirements of Sorting Assistant.

Figure 27: Top Domain Competencies



3.3.7 Stenographer

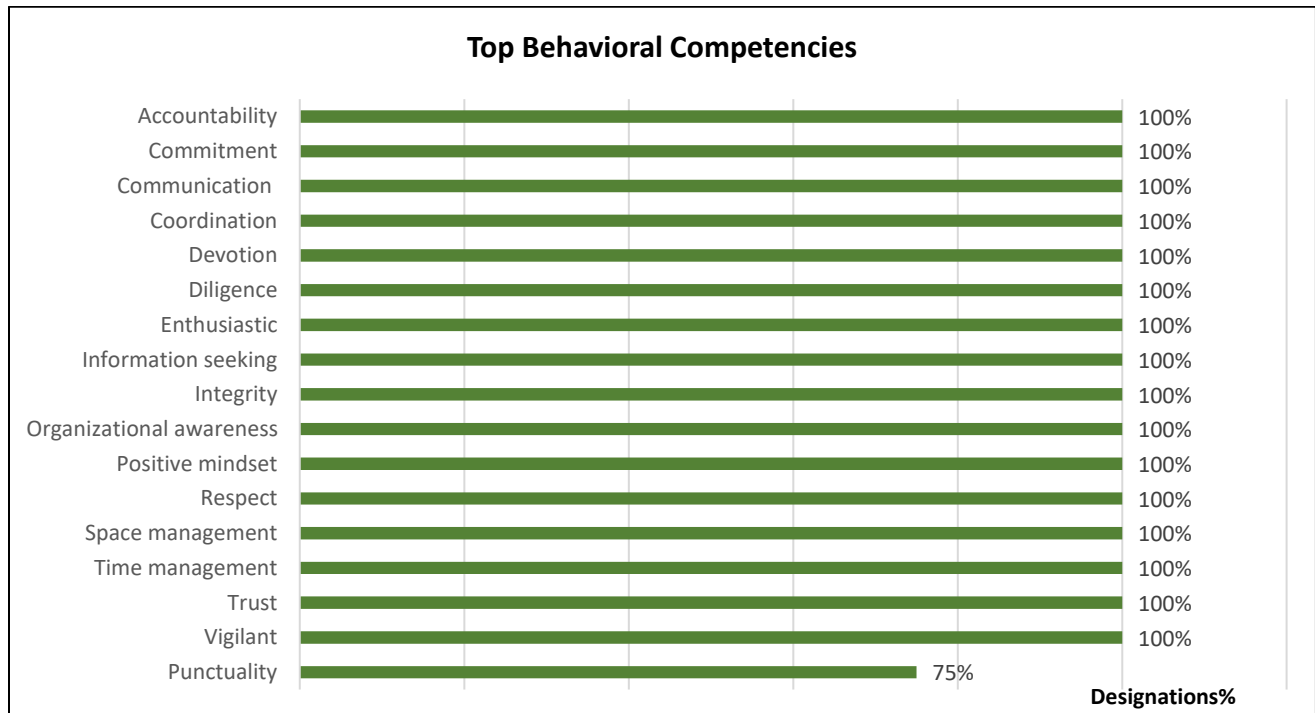
Stenographer is an important cadre in the Department of Post, who plays vital role in the functioning of administrative offices. The role of the stenographer is to undertake typing work, taking dictation in shorthand writing, transcribing, and compiling official documents transcribing the typed materials accurately into common language. Stenographer has to keep careful record of files, documents and other official materials arranging meetings and collecting information for supervisors. Stenographer has to maintain confidentiality of official documents and affairs, maintain proper order of documents to be handed over to officers, arrange and present documents in a logical order keeping reference books, rules and ordinances up to date as well as Stenographer has to keep track of the progress of cases until they are closed.

Group	Number of unique Designations	Number of Employees
B	4	754

Behavioral Competency needs

The figure below depicts top behavioral competency requirements of Stenographer.

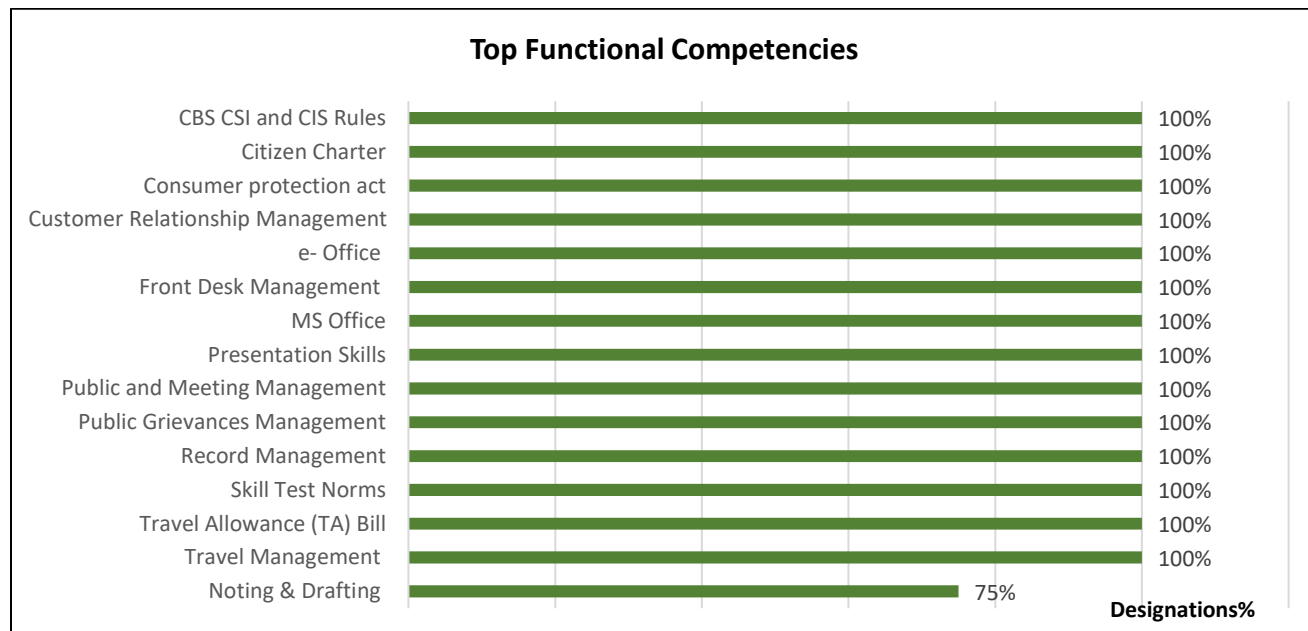
Figure 28: Top Behavioral Competencies



Functional Competency needs

The figure below depicts top functional competency requirements of Stenographer.

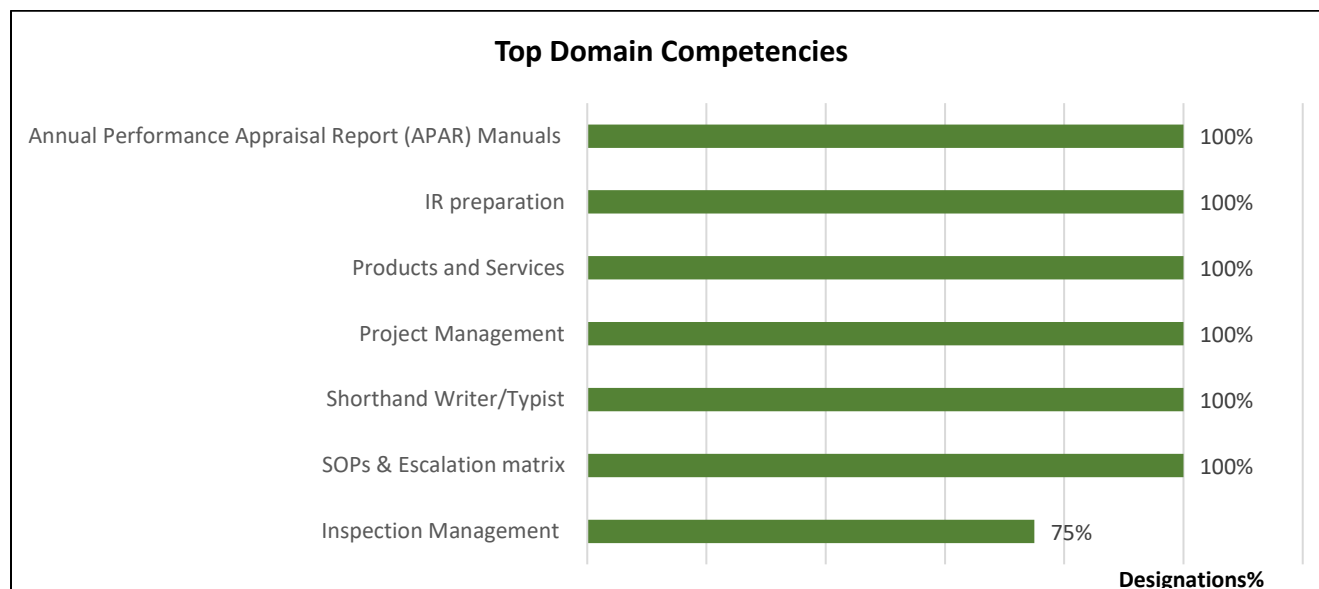
Figure 29: Top Functional Competencies



Domain Competency needs

The figure below depicts top domain competency requirements of Stenographer.

Figure 30: Top Domain Competencies



3.3.8 LSG Cadre, HSG I & HSG II

The postal department heavily relies on the role of **LSG supervisors** to manage and direct postal employees effectively. Their responsibilities include overseeing operations, ensuring the timely processing and delivery of mail and packages, and enforcing adherence to postal regulations and procedures. Apart from overseeing operations, **LSG supervisors** are responsible for ensuring that employees are adequately trained and have access to the necessary resources to perform their jobs efficiently. They may conduct performance evaluations, identify areas for improvement, and implement training programs to improve employee skills and performance. In addition to their human resources management roles, postal supervisors may also handle budget management, staff scheduling, and equipment and facility maintenance. They work collaboratively with other departments within the postal service to streamline operations and enhance efficiency.

HSG Supervisors have a crucial function within the postal department as they oversee and guide the work of postal employees. Their primary responsibilities include managing operations, ensuring timely processing and delivery of mail and packages, and ensuring adherence to postal regulations and procedures. Moreover, supervisors in the postal department are instrumental in guaranteeing proper training and provision of necessary resources to employees for effective job performance. They oversee performance evaluations, identify areas for enhancement, and implement training programs aimed at enhancing employees' skills and overall performance. Additionally, supervisors in the postal department are often tasked with managing budgets, scheduling staff, and maintaining equipment and facilities. They

collaborate closely with other departments within the postal service to coordinate operations and enhance overall efficiency.

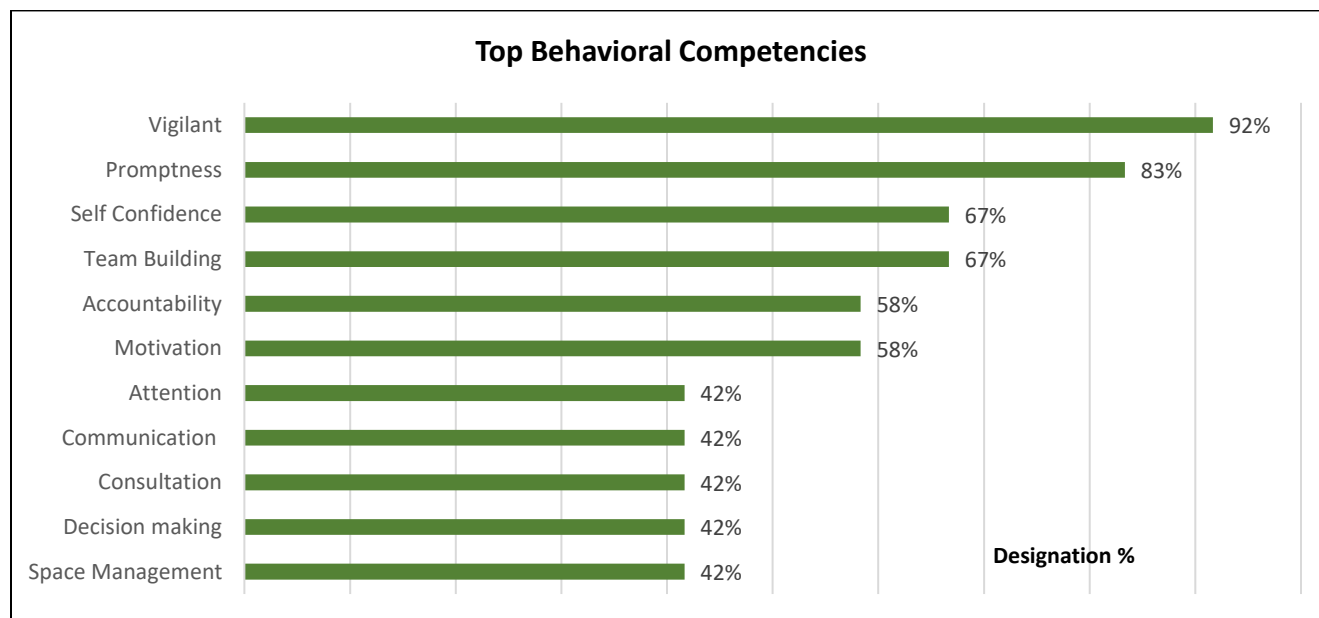
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Group	Number of unique Designations	Number of Employees
C	12	28591

Behavioral Competency needs

The figure below depicts top behavioral competency requirements of LSG.

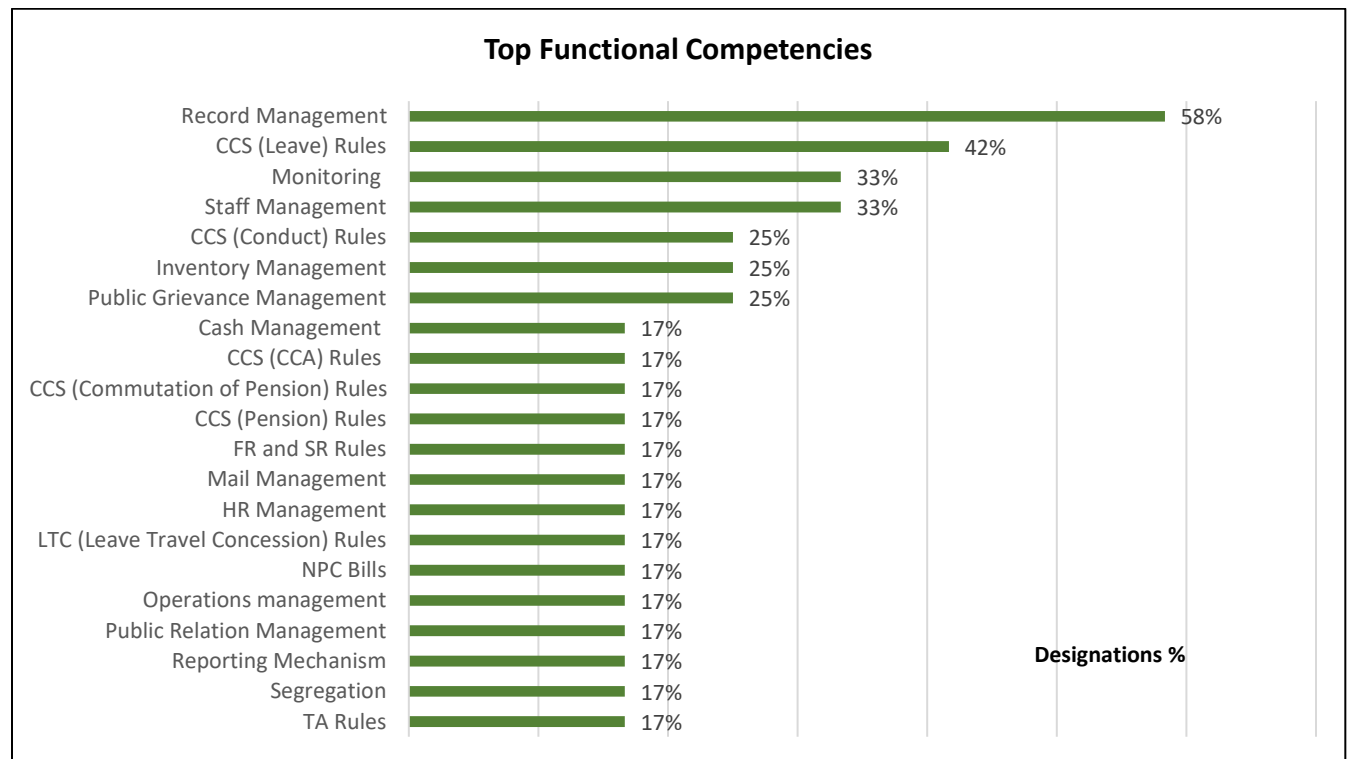
Figure 31: Top Behavioral Competencies



Functional Competency needs

The figure below depicts top functional competency requirements of LSG.

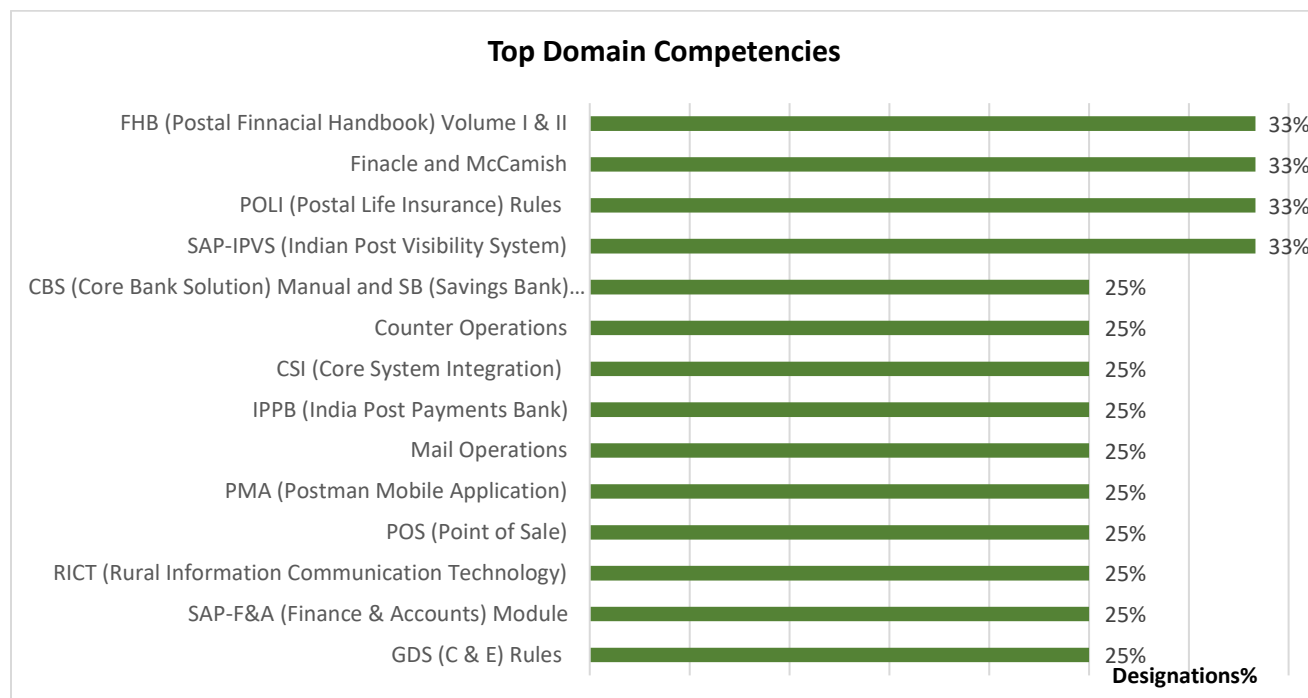
Figure 32: Top Functional Competencies



Domain Competency needs

The figure below depicts top domain competency requirements of LSG.

Figure 33: Top Domain Competencies



3.3.9 Mail Guard

The mail processing system involves three stages: collection, transmission, and delivery. While collection and delivery are more visible to the public, transmission, which is handled by the Railway Mail Service (RMS) wing, plays a crucial role in ensuring that mail reaches its intended destination. The Mail Guard, Group “C” officers who is responsible for retrieving bags from sorting offices and ensuring their safe delivery to the next station, plays a vital role in the transmission process. The Mail Guard operates in the background, but their contribution is critical to the timely and efficient delivery of mail. While the Postman is responsible for delivering mail to its final destination, the Mail Guard is responsible for moving mail from one station to another, playing the role of a middleman. Despite not receiving as much recognition as other postal employees, the Mail Guard's contribution is equally important in ensuring that letters are delivered on time and that the emotions they carry are conveyed accurately.

Group	Number of unique Designations	Number of Employees
C	1	1445

Behavioral, Functional and Domain Competency needs

Cadre	Designation	Behavioral	Functional	Domain
Mail Guard	Mail Guard	1. Vigilant 2. Punctual 3. Agility 4. Analytical Thinking 5. Decision Making 6. Attention to Detail 7. Communication	1. Human Resource Management 2. Record Management 3. CCS (CCA) Rules 4. CCS Conduct Rules 5. Gender Sensitization 6. Welfare Measures 7. CCS Leave Rules 8. ESS and HRMS	1. Mail Management 2. SAP- IPVS 3. Postal Manual Volume-V and VII 4. Mail Operations in TMOs, Sections and Mail Agencies

3.3.10 Postal Assistant in Mail Motor Service (MMS)

The Postal network in India is divided into 23 Postal Circles for administrative purposes, each with various operational, functional, and supporting units. The Mail Motor Service (MMS), previously known as the P&T Motor Service, was established in 1944 to meet the internal transshipment requirements of postal articles. MMS is responsible for conveying mail bags between Post Offices, RMS offices, TMOs, Railway Stations, Air Mail Sorting offices, seaports, and from one Post Office to another. MMS plays a vital role in mail transmission and is responsible for carrying out day-to-day tasks smoothly and efficiently. The MMS unit is managed by Postal Assistants who are responsible for vehicle and material management, traffic control, maintenance roles, financial, human resource, and administrative tasks. The PA MMS is also responsible for arranging vehicles for timely collection and dispatch of mail, safe conveyance of cash, and scheduling Logistics Posts services in cities like Hyderabad, Bangalore, Delhi, Mumbai, and Chennai. Additionally, PA MMS is responsible for the operation and maintenance of Mail Motor Vehicles and Inspection Vehicles/staff cars.

Group	Number of unique Designations	Number of Employees
14	1	1160

Behavioral, Functional and Domain Competency needs

Cadre	Designation	Behavioral	Functional	Domain
Postal Assistant in Mail Motor Service (MMS)	Postal Assistant in Mail Motor Service (MMS)	1. Punctuality 3. Awareness 4. Commitment 5. Integrity 6. Honesty 7. Sincerity 8. Transparency 9. Efficiency 10. Discipline 11. Empathy 12. Leadership 13. Delegation 14. Impartiality 15. Problem Solving 16. Analytical Thinking 17. Teamwork	1. CCS (Leave) Rules 2. Inventory management 3. RTI Act 4. Welfare policies 5. FRSR Rules 6. National Training Policy 2012 7. GFR 2017 Rules 8. TA Rules 9. LTC Rules 10. CEA Rules 11. CGHS & CS(MA) Rules 12. CSI SAP (F&A) 13. GEM Portal 14. CRM Portal 15. Staff arrangement 16. Human Resource Development	1. Stock maintenance and monitoring 2. Procurement cycle Management 3. Product/Service evaluation 4. SAP / Employee portal 5. Book of accounting procedure for MMS 6. Traffic Control Room Management 7. Log Sheet of Vehicles 8. Issue of Gate Passes 9. Duty Roster and Order Book Management 10. Logistics Management 11. Postal Accounts Manual 1 and 2 FHB 1& 2 Rules

3.3.11 Postal Assistant (Post Office), Postal Assistant Savings Bank Control Organization (SBCO)

Postal Assistants serve as the primary point of contact between customers and the government department in post offices across India. This linking cadre has a diverse range of responsibilities, including facilitating service delivery and supporting administrative units. Key responsibilities include handling registered mail, accounting and bookkeeping, responding to customer inquiries, and performing clerical tasks like typing and record-keeping. Additionally, Postal Assistants collaborate with other department employees, such as Grameen Dak Sevak, MTS, and Postman, to ensure smooth operation of the post office.

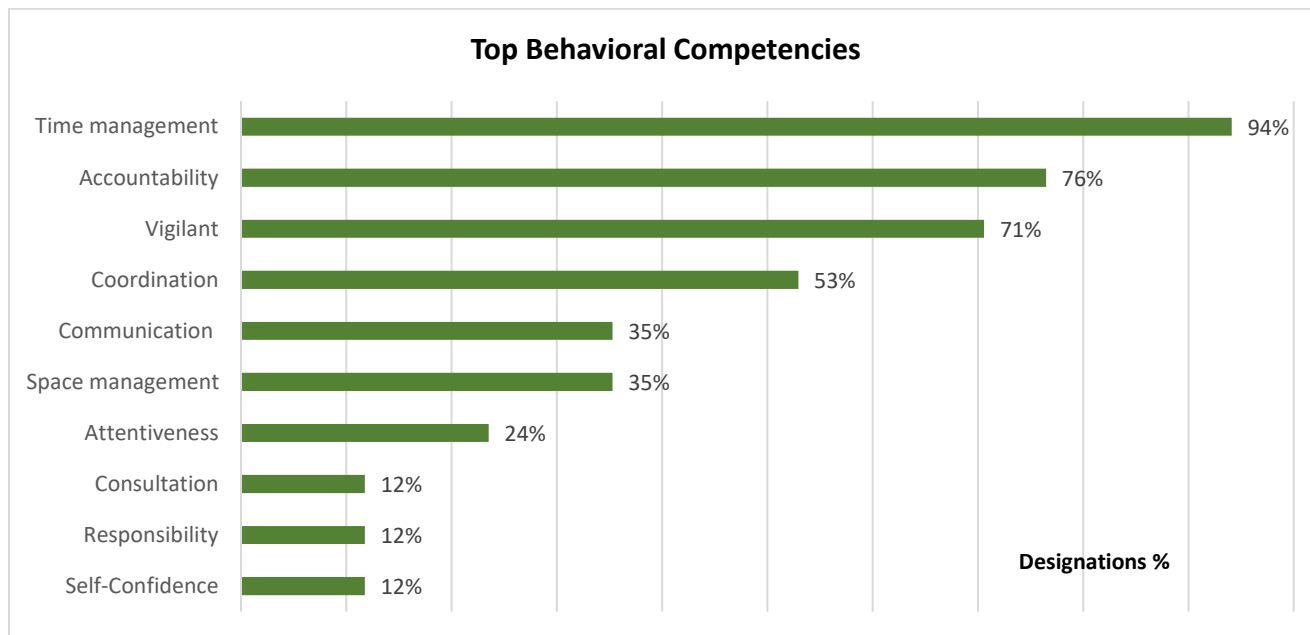
The Savings Bank Control Organization (SBCO) ensures efficient management of Savings bank accounts and transactions by conducting daily checks. The SBCO branch, consisting of a Supervisor and Postal Assistants, is responsible for verifying vouchers, transactions, balances, and interest, and maintaining necessary records. This branch is under the administrative control of Senior Superintendents/Superintendents of Post offices/Gazette Postmasters and plays a crucial role in identifying irregularities and preventing fraud in Savings Bank operations. The Postal Assistant (SBCO) cadre has been merged with the Postal Assistant Post office cadre in Group C, and their primary role is to receive and verify vouchers of Savings Bank transactions using Finacle software and maintain records as per guidelines. Their knowledge of Finacle is essential in checking transactions and preventing fraud.

Group	Number of unique Designations	Number of Employees
C	17	73718

Top Behavioral Competency needs for Postal Assistant (Post Office), Postal Assistant Savings Bank Control Organization (SBCO)

The figure below depicts top behavioral competency requirements of Postal Assistant & Postal Assistant SBCO.

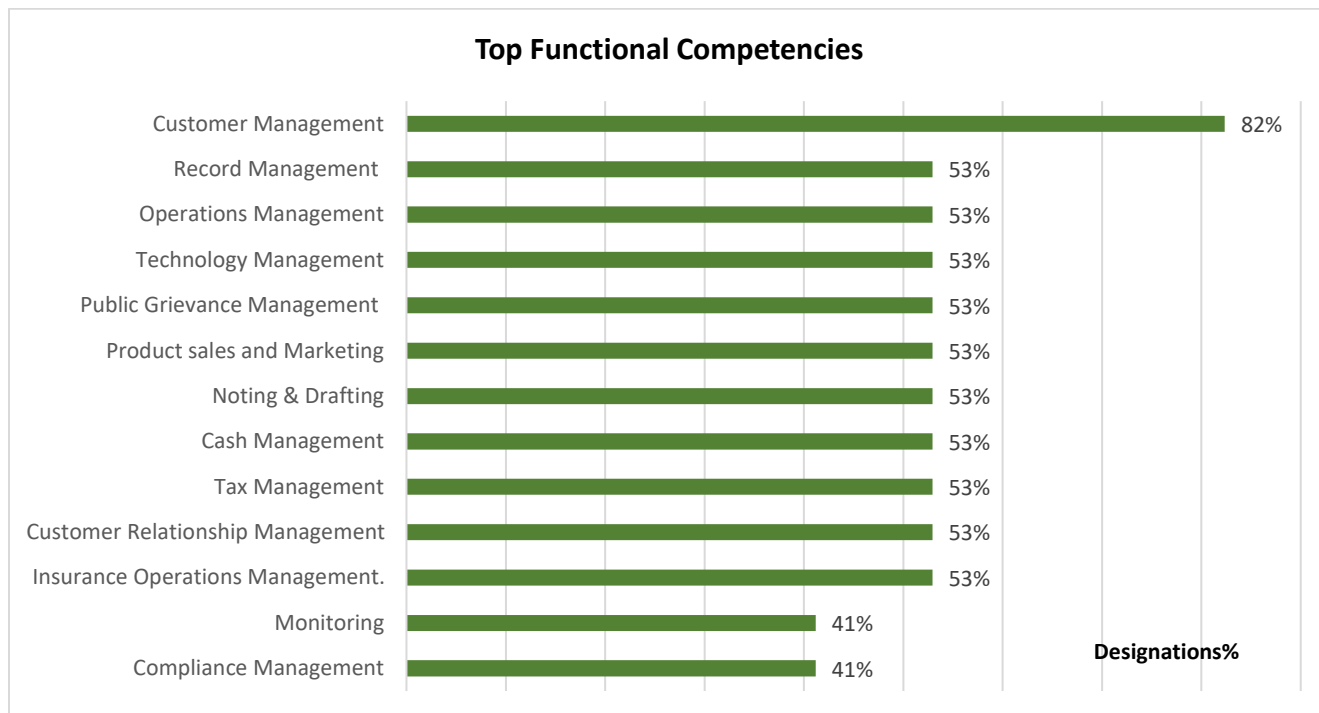
Figure 34: Top Behavioral Competencies



Top Functional Competency needs for Postal Assistant (Post Office), Postal Assistant Savings Bank Control Organization (SBCO)

The figure below depicts top functional competency requirements of Postal Assistant & Postal Assistant SBCO.

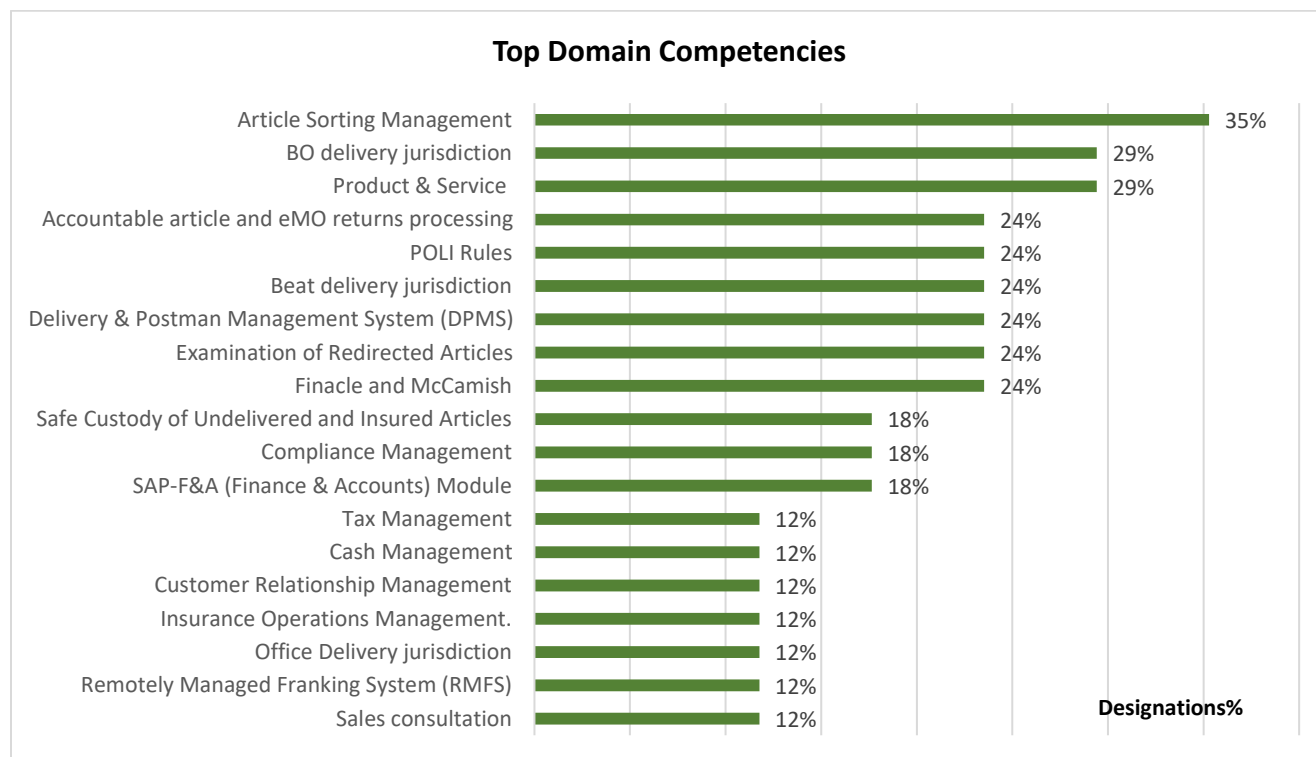
Figure 35: Top Functional Competencies



Top Domain Competency needs for Postal Assistant (Post Office), Postal Assistant Savings Bank Control Organization (SBCO)

The figure below depicts top domain competency requirements of Postal Assistant Postal Assistant & Postal Assistant SBCO.

Figure 36: Top Domain Competencies



3.3.12 Postal Assistant CO/RO

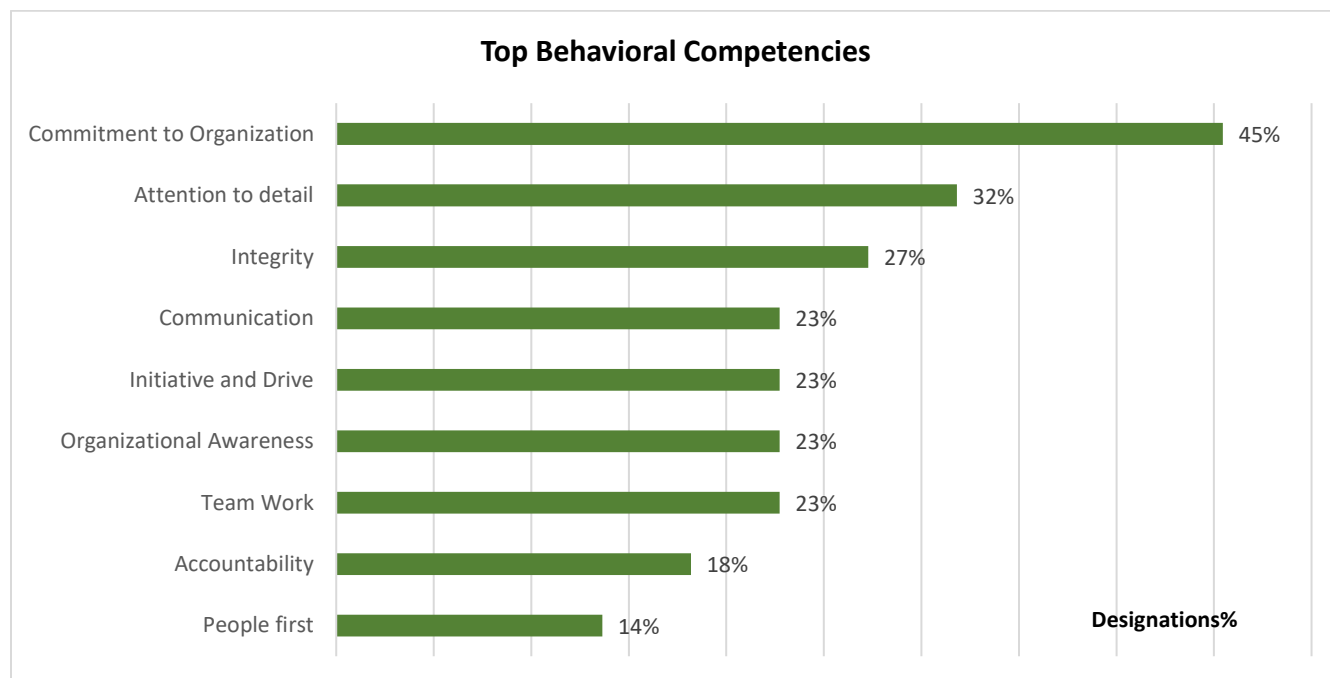
The Postal Assistant (CO/RO) cadre plays a crucial role in ensuring the smooth management of the postal network, efficient monitoring, and prompt policy-making. Their duties begin with receiving mail from various sources addressed to the Circle Head/Regional Head, recording it, drafting correspondence, and finally dispatching it. They serve as the key administrators for the Circle/Region, belonging to the General Central Service, Group C cadre. Their contribution is essential in assisting the Circle/Regional heads in the efficient administration of the postal network, which aids in realizing the department's vision, "India Post's product and services will be the customer's first choice."

Group	Number of unique Designations	Number of Employees
C	17	3712

Behavioral Competency needs

The figure below depicts top behavioral competency requirements of Postal Assistant CO/RO.

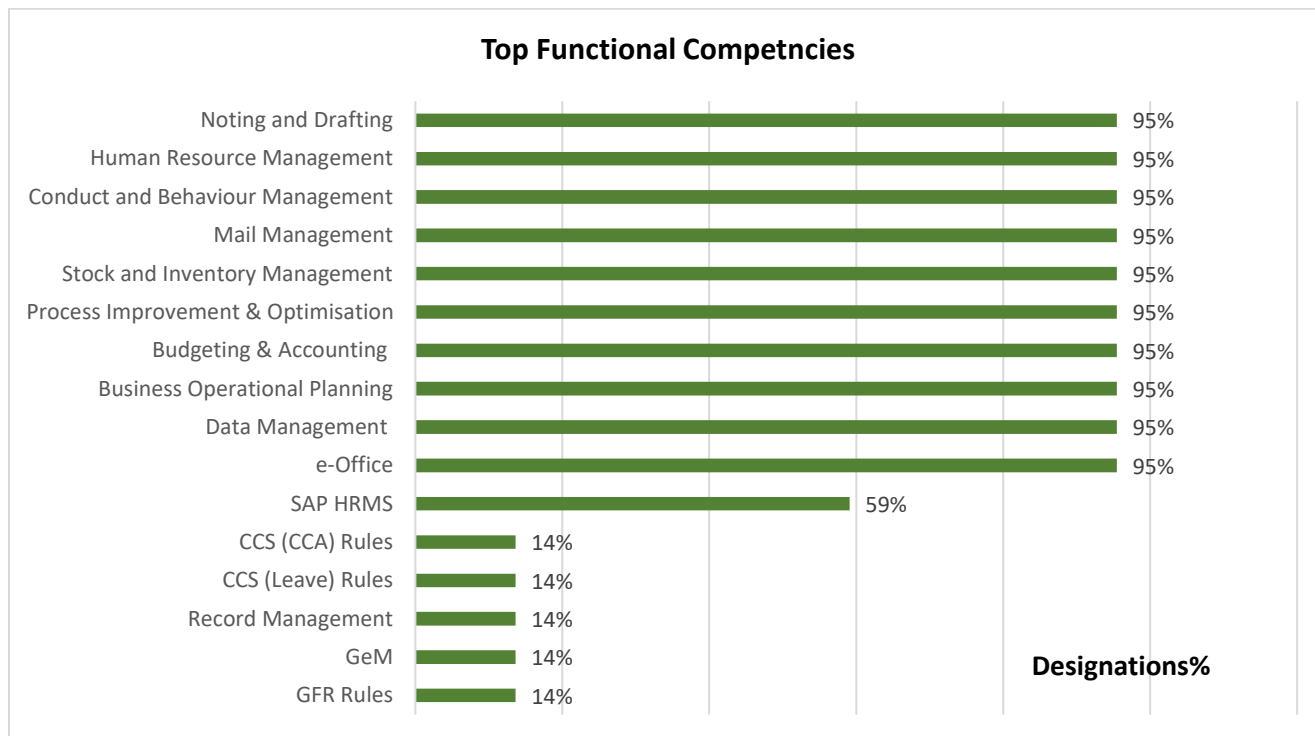
Figure 37: Top Behavioral Competencies



Functional Competency needs

The figure below depicts top functional competency requirements of Postal Assistant CO/RO.

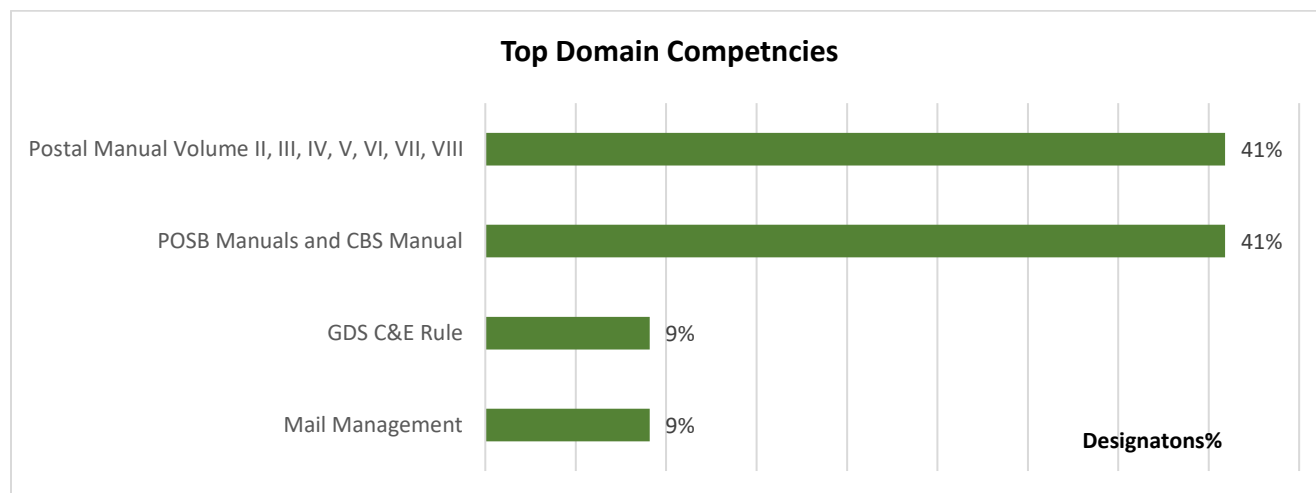
Figure 38: Top Functional Competencies



Domain Competency needs

The figure below depicts top domain competency requirements of Postal Assistant CO/RO.

Figure 39: Top Domain Competencies



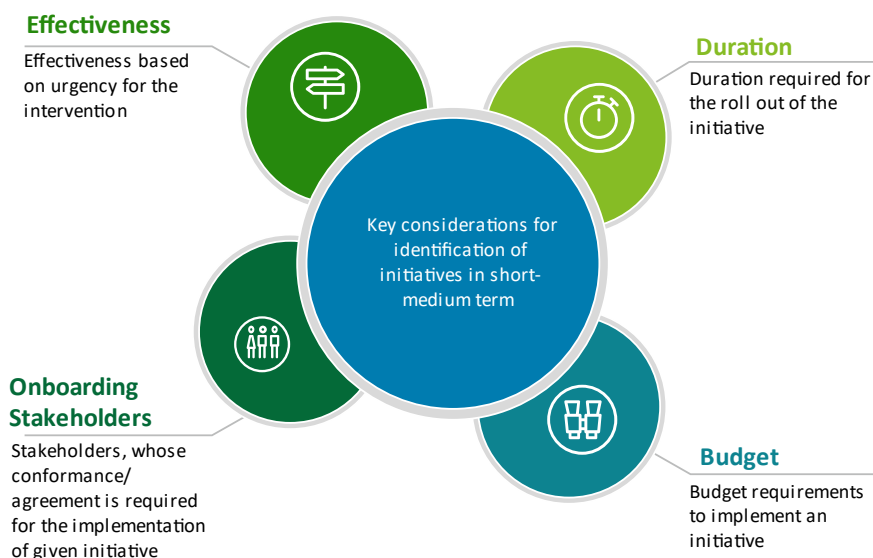
4. Draft Capacity Building Plan

The previous section identified the competencies which are required to strengthen the effective functioning of the Department. This section covers the elements of capacity building plan and initiatives, which can be considered for strengthening the various competencies of the divisions under the Department.

The capacity building initiatives have been categorized into two priority levels (Immediate and Mid-Long term) based on factors such as ease of implementation, stakeholders, budget, and duration.

The immediate priority initiatives are those that can be implemented within 1 to 3 months through online mode. On the other hand, the mid/long-term capacity building initiatives may be undertaken within 3 to 12 months in offline/physical mode.

Figure 40: Key considerations for identification of initiatives in short - medium term

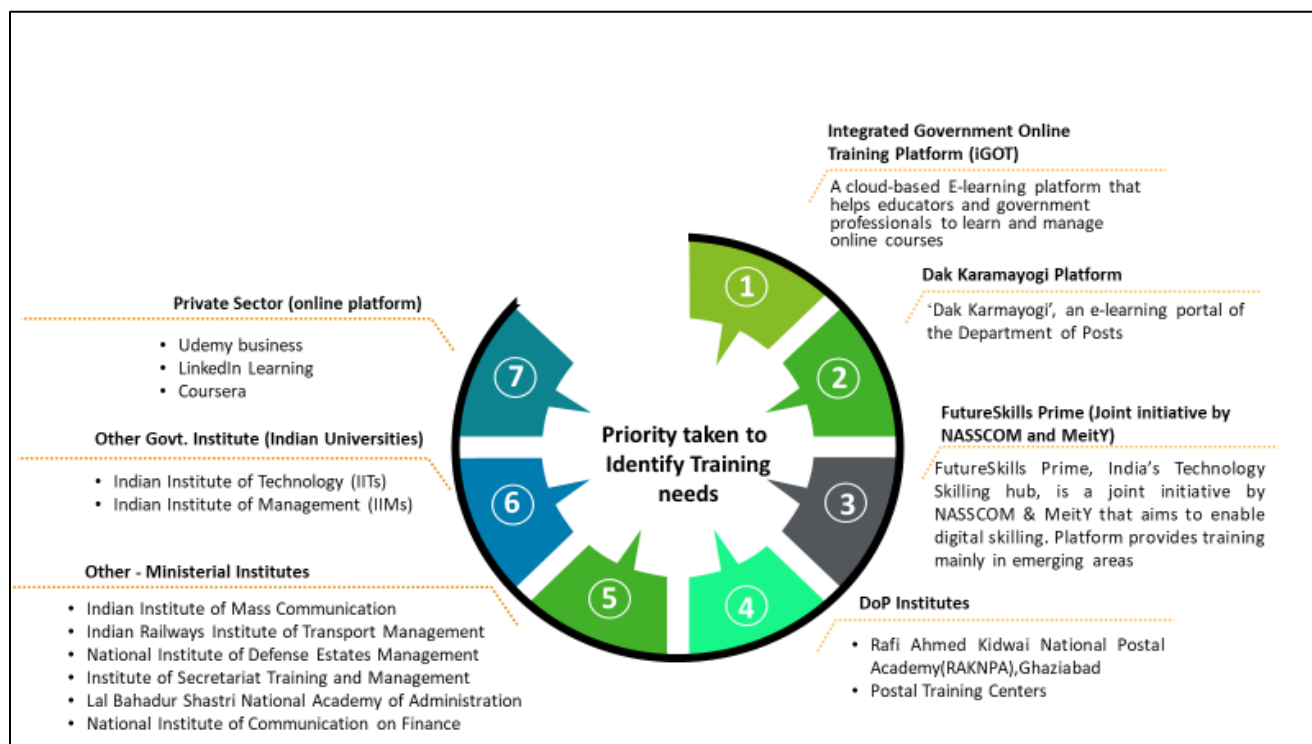


4.1. Individual capacity building initiatives (training interventions)

Based on the capacity need assessment, competencies across behavioral, functional and domain were identified and analyzed. Furthermore, the training needs in accordance with the competencies were identified in conjunction with the available courses across multiple online and offline training platforms/ institutes.

Figure 41 shows the priority taken to identify training needs:

Figure 41: Priority taken to Identify Training needs



4.1.1 Immediate priority initiatives

The immediate priority initiatives have been identified in this section based on the domain, functional and behavioral competency requirements identified in section 3, along with above-mentioned training platforms and these may be taken up within 1 to 3 months timeline. The training for relevant competencies across the categories may be covered through digital training platforms – iGOT, Dak Karmayogi, and FutureSkills Prime (joint initiative by NASSCOM and MeitY). Also, the detailed competency to training mapping is mentioned in Annexure 4,5, & 6

Note: Based on the ease of implementation (ease of modifying existing programs to specific needs, cost and time requirements), the training courses need to be evaluated by the CBU.

Table 4: Competencies which can be immediately met by digital training platforms (suggestive)

S. No.	Competency Category	Competency Name	i-GOT Platform	DoP Platform (Dak Karmayogi)	MeitY (FutureSkills Prime)
1	Behavioral	Communication	√		√
2	Behavioral	Attention to Detail			√
3	Behavioral	Integrity	√		
4	Behavioral	Coordination			√
5	Behavioral	Teamwork			
6	Behavioral	Empathy	√		√
7	Behavioral	Decision Making			√
8	Behavioral	Initiative and Drive	√		
9	Behavioral	Consultation and Consensus Building			√
10	Functional	Business Development & Operations	√		
11	Functional	Financial Management	√		
12	Functional	Fund Management	√		
13	Functional	Preventive Vigilant	√		
14	Functional	Project Management	√		
15	Functional	Stakeholder Management	√		
16	Functional	Noting & Drafting	√		
17	Functional	Budgeting & Accounting	√		
18	Functional	CCS (CCA) Rules	√		

S. No.	Competency Category	Competency Name	i-GOT Platform	DoP Platform (Dak Karmayogi)	MeitY (FutureSkills Prime)
19	Functional	e- Office	√		
20	Functional	Inventory Management	√		
21	Functional	GFR (General Financial Rules)	√		
22	Functional	GeM	√		
23	Functional	RTI Act	√		
24	Domain	Central Public Procurement Portal (e-proc)	√		
25	Domain	Common Service Center (CSC) Services	√		
26	Domain	Laws, rulings and orders on buildings/ estates	√		

4.1.2 Mid – long term priority initiatives

Mid- to long-term efforts may include training initiatives that are specially arranged/ curated/ scheduled according to the needs of the department and delivered in partnership with inter-Ministerial/ Government/ Commercial institutes, and these may be taken up within 3 to 12 months timeline. To provide such training, the Department may collaborate with government or private institutions. Such institutes may include - Indian Institute of Mass Communication, Indian Railways Institute of Transport Management, National Institute of Defense Estates Management, Institute of Secretariat Training and Management, Lal Bahadur Shastri National Academy of Administration, National Institute of Communication on Finance, IITs, IIMs and other private sector online platforms like Udemy Business, LinkedIn Learnings and Coursera. Also, the detailed competency to training mapping is mentioned in Annexure 4,5, & 6

Table 5: Table: Competencies which can be met in mid - long term (suggestive)

S.No.	Competency Category	Competency Name	DoP- Training Institute	Other - Ministerial Institutes	Other Govt. Institute (Indian Universities)	Private Sector (online platform)
1	Behavioral	Accountability	√		IIM Calcutta	
2	Behavioral	Commitment	√			
3	Behavioral	Attention to Detail	√			√
4	Behavioral	Integrity	√	National Institute of Defense Estates Management		√
5	Behavioral	Coordination	√		IIT Roorkee	
6	Behavioral	Time Management	√			√
7	Behavioral	Teamwork	√			
8	Behavioral	Empathy		1. National Institute of Defense Estates Management 2. Institute of Secretariat Training and Management		√

S.No.	Competency Category	Competency Name	DoP- Training Institute	Other - Ministerial Institutes	Other Govt. Institute (Indian Universities)	Private Sector (online platform)
				3. Indian Railways Institute of Transport Management		
9	Behavioral	Decision Making	✓		IIT Roorkee	✓
10	Behavioral	Vigilant	✓			
11	Behavioral	Initiative and Drive	✓			
13	Behavioral	Problem Solving		Lal Bahadur Shastri National Academy of Administration	IIM Lucknow	✓
14	Behavioral	Organizational Awareness		1. National Institute of Communication on Finance 2. Institute of Secretariat Training and Management	IIM Calcutta	
15	Behavioral	Result Orientated		Institute of Secretariat Training and Management		✓
16	Behavioral				IIM Lucknow	✓

S.No.	Competency Category	Competency Name	DoP- Training Institute	Other - Ministerial Institutes	Other Govt. Institute (Indian Universities)	Private Sector (online platform)
		Consultation and Consensus Building			IIM Ahmedabad	
17	Behavioral	Strategic Thinking			IIM Lucknow IIM Calcutta	
18	Functional	HR Management		1. Institute of Secretariat Training and Management 2. Indian Railways Institute of Transport Management 3. National Academy of Indian Railways	IIT Delhi IIM Calcutta IIM Ahmedabad	

S.No.	Competency Category	Competency Name	DoP- Training Institute	Other - Ministerial Institutes	Other Govt. Institute (Indian Universities)	Private Sector (online platform)
				4. Institute of Government Accounts and Finance	IIM Kozhikode	
19	Functional	Data Management		Indian Statistical Service Training Division	IIT Kanpur	√
20	Functional	Technology Management	√			
21	Functional	Grievance Management	√			
22	Functional	Financial Management	√	National Institute of Defense Estates Management		
23	Functional	Fund Management	√			

S.No.	Competency Category	Competency Name	DoP- Training Institute	Other - Ministerial Institutes	Other Govt. Institute (Indian Universities)	Private Sector (online platform)
24	Functional	Preventive Vigilant	√			
25	Functional	Record Management		Institute of Secretariat Training and Management		
26	Functional	Process Improvement & Optimization	√			
27	Functional	Monitoring	√	Institute of Secretariat Training and Management		
28	Functional	Customer Relationship Management		Indian Railways Institute of Transport Management	IIM Bangalore	√
29	Functional	Operations management				√
30	Functional	CCS (CCA) Rules				
31	Functional	e- Office		National Informatics Centre (NIC)		

S.No.	Competency Category	Competency Name	DoP- Training Institute	Other - Ministerial Institutes	Other Govt. Institute (Indian Universities)	Private Sector (online platform)
32	Functional	Inventory Management	√	Indian Railways - Inventory Management (English)		
33	Functional	Scenario planning & analysis	√			
34	Functional	GFR (General Financial Rules)		Indian Statistical Service Training Division		
35	Functional	Performance Management				√
36	Functional	RTI Act		National Institute of Defense Estates Management		
37	Domain	PMA (Postman Mobile Application) & Dashboard Monitoring	√			

S.No.	Competency Category	Competency Name	DoP- Training Institute	Other - Ministerial Institutes	Other Govt. Institute (Indian Universities)	Private Sector (online platform)
38	Domain	MNOP (Mail Network Optimization Project)/PNOP (Parcel Network Optimization Project)/NDC/RTN	√			
39	Domain	SOP on FRMU (Fraud Risk Management) alerts	√			
40	Domain	Finacle, SB Manuals and CBS Manual	√			
41	Domain	POS, POS- back office, SAP-HR Module, SAP-F&A and SAP -IPVS	√			
42	Domain	IPPB Products & Service	√			
43	Domain	CVC (Central Vigilance Commission) Guidelines	√			
44	Domain	DAK Niryat Kendra Procedure	√			
45	Domain	Establishment norms	√			

S.No.	Competency Category	Competency Name	DoP- Training Institute	Other - Ministerial Institutes	Other Govt. Institute (Indian Universities)	Private Sector (online platform)
46	Domain	GDS Engagement Rules	√			
47	Domain	Mission Karmayogi Guidelines	√			
48	Domain	Official Language Policy		1. National Academy of Indian Railways 2. Indian institute of mass communication		
49	Domain	Postal Manuals	√	Rafi Ahmed Kidwai National Postal Academy		
50	Domain	Technology Management	√			
51	Domain	Welfare policies	√			
52	Domain	Customer Management	√			
53	Domain	Mail Management	√			
54	Domain	Cash Management	√			
55	Domain	Postal Operations	√			

S.No.	Competency Category	Competency Name	DoP- Training Institute	Other - Ministerial Institutes	Other Govt. Institute (Indian Universities)	Private Sector (online platform)
56	Domain	SAP-IPVS (Indian Post Visibility System)	√			

4.2. Organizational capacity building initiative (non-training intervention)

To support capacity building plan, organizational interventions are imperative. These are initiatives that improve the shared aspect within which officials across the Department operate. This includes interventions across the following dimensions:

- Processes
- Resources and Assets
- Partnerships & Relationship
- Technology and Data
- Personnel management

Table below showcases key potential organizational interventions across various afore-mentioned categories which can be further deliberated to formalize action plans.

Table 6: Potential organizational interventions

Intervention Type	Category	Recommendation (<i>Indicative – To be finalized with CBU</i>)
Processes	Knowledge generation and management	<ul style="list-style-type: none"> • Process and output documentation: Documenting all processes and related outputs of DoP such that they are easily accessible • Knowledge transfer: Knowledge transfer sessions between the officials at peer level may be conducted for sharing the work experiences. For seamless transfer of the same, development of a Knowledge Management System (KMS) is recommended.

Intervention Type	Category	Recommendation (<i>Indicative – To be finalized with CBU</i>)
Resources and Assets	Infrastructure development	<ul style="list-style-type: none"> Documenting case studies of successful projects/ programs/ schemes conducted by DoP Establishment of training labs with proper budget allocation for PTCs and RAKANPA
Partnerships and Relationships	Partner and outreach program	<ul style="list-style-type: none"> Outreach system for citizens through mobile/ web-based applications/contact center for DoP schemes and initiatives International Collaboration to exchange best practices and enhance international mail and parcel services. This can involve sharing expertise, joint training programs, and knowledge sharing platforms.
Technology and data	Data and Asset Management	<ul style="list-style-type: none"> All organizational data such as vigilance matters, reply to parliament queries etc. (but not limited to) may be centrally stored in a repository to facilitate preventive measures An asset tracking and maintenance system to manage and track postal assets, including vehicles, sorting equipment, and IT infrastructure.
Personnel Management	Training Support (Learning and Development)	<ul style="list-style-type: none"> Continuous support of Capacity Building Unit (CBU) for leading the Learning and Development agenda of DoP Hiring/appointing/bringing onboard Subject Matter Experts (non-trainers) either on a part-time or full-time basis

Note: These interventions need to be evaluated by CBU for formalizing initiatives and action plans

4.3. Draft action plan for non-training and training interventions

Based on the above non-training and training interventions, actionable plan to address the capacity needs is expected to be jointly developed with the CBU of the Department including the training calendar for improving individual capacity needs.

From quarter 2 to quarter 4 for the financial year 2023-24, DoP has proposed training courses for top competencies (17 behavioral, 25 functional and 25 domain competencies) identified in CNA. Table below shows the summary and detailed training calendar in terms of number of participants, and training courses planned by the respective training institutes.

Table 7: Summary of Interim Training Calendar (2nd to 4th Quarter of FY 2023-2024)

Training Institute	Quarter 2 to Quarter 4	
	No. of Participants	No. of Courses
iGOT	60225	13
Dak Karmayogi Portal	500	1
RAKANPA	3600	9
PTC Mysuru	14000	9
PTC Vadodara	22950	10
PTC Madurai	1000	1
PTC Saharanpur	2500	1
Other Ministerial Institutes	2950	5
*Course for 12 behavioral competencies being taught by DoP training institutes	12000	1

****The department has hired a third-party agency to develop course in physical mode for 12 behavioral competencies covering 12000 participants. While we suggested that the existing courses on iGOT can be leveraged***

Table below showcase the detailed Training Calendar (2nd to 4th Quarter of FY 2023-2024) for courses across iGoT, Dak Karmayogi Portal, DoP Institutes and Other Ministerial Institutes

Table 8: Table: Detailed Training Calendar (2nd to 4th Quarter of FY 2023-2024)

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
iGoT	Behavioral	Communication	Effective communication	IP/ASP, Postmasters, PA, Postman, GDS, Group A & B	L-1, L-2, L-3	online	IIInd Quarter	11500	7.31 Hours
iGoT	Behavioral	Empathy	Ethics and Values	All Cadres of DoP	L1, L-2, L-3	Physical	IIInd Quarter	125	0.83 hours
Institute of Secretariat Training and Management	Behavioral	Organizational Awareness	Organisational behaviour and management development	IP/ASP, Group A & B	L-1, L-2	Physical	IIIrd Quarter	125	–
DoP training institutes	Behavioral	Accountability	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IIInd Quarter	Course for 12 behavioral competencies	5-Days

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
DoP training institutes	Behavioral	Commitment	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter	being taught by DoP training institutes covering 12000 participants	5-Days
DoP training institutes	Behavioral	Attention to Detail	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter		5-Days
DoP training institutes	Behavioral	Integrity	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter		5-Days
DoP training institutes	Behavioral	Coordination	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter		5-Days
DoP training institutes	Behavioral	Time Management	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter		5-Days

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
DoP training institutes	Behavioral	Teamwork	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter		5-Days
DoP training institutes	Behavioral	Decision Making	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter		5-Days
DoP training institutes	Behavioral	Vigilant	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter		5 -Days
DoP training institutes	Behavioral	Initiative and Drive	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter		5-Days
DoP training institutes	Behavioral	Problem Solving	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	IInd Quarter		5-Days

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
DoP training institutes	Behavioral	Result Oriented	Dak Karmayogi	IP/ASP, Postmasters, PA, Postman, GDS	L-1, L-2	Physical	II nd Quarter		5-Days
iGOT/ Dak Karmayogi (PTC Vadodara)	Functional	Business Development & Operations	PARCELS DeEP	PA, Postman, GDS	L-2	online	III rd Quarter	2500	1 day
Institute of Secretariat Training and Management	Functional	HR Management	Human resource management	IP/ASP, PA, Group A & B	L-2, L-3	–	III/IV Quarter	100	–
Institute of Secretariat Training and Management	Functional	Data Management	Statistics and data analytics	PA, IP/ASP, Group A & B	L-2, L-3	–	III/IV Quarter	100	–
iGOT/ Dak Karmayogi (PTC Mysuru)	Functional	Technology Management	Technology Management	PA, IP/ASP, Group A & B	L-2, L-3	online	III rd Quarter	1000	–
RAKANPA	Functional	Mail Management	Mail Management	PA, IP/ASP, Group A & B	L-2, L-3	Online	III rd Quarter	50	1 day

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
PTC Mysuru	Functional	Grievance Management	Grievance Management	PA, IP/ASP, Group A & B	L-2, L-3	Online	IIIrd Quarter	2500	1 day
RAKANPA (iGOT)	Functional	Financial Management	Financial Management	PA, IP/ASP, Group A & B	L-2, L-3	Online	IIIrd Quarter	2500	-
PTC Saharanpur	Functional	Fund Management	Fund Management	IP/ASP, Group A & B	L-2, L-3	Online	IInd Quarter	2500	1 hour
RAKANPA	Functional	Preventive Vigilance	Vigilance and Investigation	PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIIrd Quarter	125	1 Day
The National Association of Software and Service Companies (NASSCOM) - MeitY	Functional	Project Management	Project Management Basics	IP/ASP, Group A & B	L-2, L-3	online	IIIrd Quarter	125	06 Hours
iGOT	Functional	Record Management	Advanced course on record management	PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IInd Quarter	2500	-

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
RAKANPA (iGOT)	Functional	Process Improvement & Optimization	Process Improvement & Optimization	IP/ASP, Group A & B	L-2, L-3	Online	IIIrd Quarter	125	–
iGOT	Functional	Stakeholder Management	Stakeholders in Governance	IP/ASP, Group A & B	L-2, L-3	Online	IIInd Quarter	100	–
iGOT	Functional	Noting & Drafting	Noting and Drafting	PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIInd Quarter	5000	2 Hours
iGOT	Functional	Budgeting & Accounting	Budgetary System in Government	PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIInd Quarter	5000	0.54 Hour
PTC Vadodara (Dak Karmayogi Portal)	Functional	Monitoring	Mail Monitoring Unit	IP/ASP, Group A & B	L-2, L-3	Online	IIIrd Quarter	1250	01 Hour
iGOT	Functional	CCS (CCA) Rules	Disciplinary Proceedings in	IP/ASP, Group A & B	L-2, L-3	Online	IIInd Quarter	5000	3.95 Hours

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
			Government						
PTC Mysuru (Dak Karmayogi Portal)	Functional	Inventory Management	Inventory Management (English)	PA, IP/ASP, Group A & B	L-1,L-2, L-3	online	IIIrd Quarter	TBD	To be Developed
RAKANPA	Functional	Scenario planning & analysis	Scenario planning & analysis	IP/ASP, Group A & B	L-2, L-3	Online	IVth Quarter	TBD	To be Developed
iGOT	Functional	GFR (General Financial Rules)	Course on GFR 2017	PA, IP/ASP, Group A & B	L-2, L-3	Online	IIInd Quarter	10000	1.4 Hours
iGoT	Functional	GeM	Bid Participation (GeM) +3	PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIIrd Quarter	5000	1.29 Hours
iGoT	Functional	RTI Act	Right to Information	PA, IP/ASP, Group A & B	L-1,L-2, L-3		IIInd Quarter	10000	1.36

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
			Act - Part 1 and 2						
PTC Vadodara (Dak Karmayogi Portal)	Domain	PMA (Postman Mobile Application) & Dashboard Monitoring	PMA	GDS, Postman, PA, IP/ASP	L-1, L-2, L-3	Online	III/IV Quarter	200	-
RAKANPA	Domain	MNOP (Mail Network Optimization Project)/PNOP (Parcel Network Optimization Project)/NDC/RTN	Mail Management	PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIIrd Quarter	100	To be Developed
PTC Mysuru (Dak Karmayogi Portal)	Domain	SOP on FRMU (Fraud Risk Management) alerts	Fraud Risk Management Alerts Monitoring	PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIIrd Quarter	1000	To be Developed

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
PTC Mysuru (Dak Karmayogi Portal)	Domain	Finacle, SB Manuals and CBS Manual	Financial Services	GDS, PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIIrd Quarter	1000	To be Developed
PTC Vadodara	Domain	McCamish and POLI Rules	BIMA DeEP	PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIInd Quarter	10000	-
PTC Mysuru (Dak Karmayogi Portal)	Domain	POS, POS-back office, SAP-HR Module, SAP-F&A and SAP - IPVS	Postal Operations	PA, SA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIIrd Quarter	500	To be Developed
RAKANPA	Domain	IPPB Products & Service	Financial Services and IPPB	GDS, Postman, PA, IP/ASP	L-1, L-2, L-3	Online	IIIrd Quarter	500	-
iGOT	Functional	Central Public Procurement Portal (e-proc)	Procurement of Services, Works and Contract	PA, IP/ASP, Group A & B	L-1, L-2, L-3	Online	IIInd Quarter	500	20 hours

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
			Management						
iGOT	Domain	Common Service Center (CSC) Services	Common Service Centres Schemes	GDS, Postman, PA, IP/ASP	L-1, L-2, L-3	Online	IIInd Quarter	5000	2 Hours
PTC Vadodara (Dak Karmayogi Portal)	Domain	CVC (Central Vigilance Commission) Guidelines	–	PA, IP/ASP, Group A & B	L-1, L-2, L-3	–	III/IV Quarter	TBD	To be Developed
Dak Karmayogi Portal	Domain	DAK Niryat Kendra Procedure	Dak Niryat Kendra	PA	L-2	Online	IIInd Quarter	500	–
PTC Vadodara (Dak Karmayogi Portal)	Domain	Establishment norms	–	IP/ASP, Group A & B	L-2, L-3	–	III/IV Quarter	1000	To be Developed
PTC Vadodara (Dak Karmayogi Portal)	Domain	GDS Engagement Rules	–	IP/ASP	L-2,L-3	–	III/IV Quarter	1000	To be Developed

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
PTC Vadodara (Dak Karmayogi Portal)	Domain	Mission Karmayogi Guidelines	–	IP/ASP, Group A & B	L-2, L-3	–	III/IV Quarter	1000	To be Developed
Indian Institute of Mass Communication	Domain	Official Language Policy	Rajbhasha Course	IP/ASP, Group A & B	L-2, L-3	Physical	IIIrd quarter	2500	–
PTC Vadodara (Dak Karmayogi Portal)	Domain	Postal Manuals	–	PA, IP/ASP, Group A & B	L-1, L-2, L-3	–	III/IV Quarter	1000	To be Developed
PTC Mysuru (Dak Karmayogi Portal)	Domain	Technology Management	–	PA, IP/ASP, Group A & B	L-1, L-2, L-3	–	III/IV Quarter	1000	To be Developed
RAKANPA	Domain	Welfare policies	–	PA, IP/ASP, Group A & B	L-1, L-2, L-3	–	III/IV Quarter	100	To be Developed
PTC Mysuru (Dak Karmayogi Portal)	Domain	Customer Management	–	GDS, Postman, PA, IP/ASP	L-1, L-2, L-3	–	III/IV Quarter	5000	To be Developed
iGOT	Domain	Laws, rulings and orders on	Sarkar i Aawas	PA, IP/ASP,	L-1, L-2, L-3	Online	IIInd Quarter	500	0.18 Hour

Institute	Competency Type	Competency Name	Course Name	Cadre Names	*Competency Level	Mode (physical/online)	Tentative Date / Quarter Name	No of Participants	Duration (Days/Hours)
		buildings/estates		Group A & B					
PTC Vadodara (Dak Karmayogi Portal)	Domain	Mail Management	Mail Management Unit	PA, SA, IP/ASP, Group A & B	L-1, L-2, L-3	–	IIIrd Quarter	5000	To be Developed
PTC Mysuru (Dak Karmayogi Portal)	Domain	Cash Management	Cash Management in Post Offices	PA, IP/ASP, Group A & B	L-1, L-2, L-3	–	IIIrd Quarter	2000	To be Developed
RAKANPA	Domain	Postal Operations	Postal Operations	PA, IP/ASP, Group A & B	L-1, L-2, L-3	–	IIIrd Quarter	100	To be Developed
PTC Madurai (Dak Karmayogi Portal)	Domain	SAP-IPVS (Indian Post Visibility System)	SAP-IPVS (Indian Post Visibility System)	PA, IP/ASP, Group A & B	L-1, L-2, L-3	–	IIIrd Quarter	1000	To be Developed

*Department has defined competency levels, L1 to L5 for the Courses designed by DoP training Institutes, below are the defined levels:

Level	Name
Level 1	Awareness
Level 2	Application
Level 3	Advisory
Level 4	Expert
Level 5	Global Expert

Table below showcase the detailed Training Calendar (2nd to 4th Quarter of FY 2023-2024) for courses across Other Government Institutes (IITs/IIMs) and Private Sector online platforms.

Note: The following courses shall be implemented by DoP subject to approval and partnership with the training providers

Table 9: Detailed Training Calendar (2nd to 4th Quarter of FY 2023-2024)

Institute	Competency Type	Competency Name	Course Name	Cadre Names	Competency Level	Mode (physical/online)	Tentative Date/Quarter Name	No of Participants	Duration (Days / Hours)
IIM Ahmedabad	Behavioral	Consultation and Consensus Building	Interpersonal Effectiveness and Team Building	IP/ASP, Group A & B	L-2, L-3	online	IIIrd Quarter	50	23
IIM Lucknow	Behavioral	Strategic Thinking	Effective Storytelling in Business: The Persuasive Edge	IP/ASP, Group A & B	L-2,L-3	Physical	IIIrd Quarter	50	3 Days

Institut e	Compet ency Type	Compet ency Name	Course Name	Cadr e Nam es	Compet ency Level	Mode (physical/o nline)	Tenta tive Date/ Quart er Name	No of Particip ants	Durat ion (Days / Hour s)
Udemy busines s	Function al	Custome r Relation ship Manage ment	Custome r Relations hip Manage ment - Introduct ory Course	PA, IP/A SP, Gro up A & B	L-1, L-2, L-3		IIIrd Quart er	50	4.5 Hours
Udemy busines s	Function al	Operatio ns manage ment	The Operatio ns Manage ment Training Program	IP/A SP, Gro up A & B	L-2, L-3		IIIrd Quart er	50	11.5 Hours
Udemy busines s	Function al	Perform ance Manage ment	Perform ance Manage ment: Build a High Performi ng Team	IP/A SP, Gro up A & B	L-2, L-3		IIIrd Quart er	100	2 Hours

Institut e	Compet ency Type	Compet ency Name	Course Name	Cadr e Nam es	Compet ency Level	Mode (physical/o nline)	Tenta tive Date/ Quart er Name	No of Particip ants	Durat ion (Days / Hour s)
IIT Kanpur	Domain	Emergin g technolo gies	Introduct ion to Machine Learning and Artificial Intelligen ce	PA, IP/A SP, Gro up A & B	L-1, L-2, L-3			30	1.5 + 1.5 Mont hs

5. Additional Suggestions/Recommendations

5.1. Sectoral Area Recommendations

A range of training courses are recommended that shall further enhance the capabilities of the workforce. These courses have been thoughtfully selected to specifically address the needs of key upcoming areas in postal services such as Banking and Insurance, Digital Payments, Products and Services, Logistics & Distribution, and Branding & Marketing. By participating in these courses, employees will have the opportunity to acquire specialized skills, deepen their knowledge, and stay up to date with the industry trends. These training programs aim to strengthen the department's expertise in these critical domains, enabling it to provide more efficient services, leverage emerging technologies, and effectively promote its brand in the market.

S. No.	Competency	Course Name	Training Provider	Duration	Source
1	Banking and Insurance	Comprehensive technical programmed in general insurance	National Insurance Academy, Pune	3 Weeks	https://niapune.org.in/programmes/2023-2024/P058.htm
		Comprehensive technical programmed in life insurance (life)	National Insurance Academy, Pune	5 days	https://niapune.org.in/programmes/2023-2024/P082.htm
		Programme on cyber risk, liability, and insurance management (life)	National Insurance Academy, Pune	3 days	https://niapune.org.in/programmes/2023-2024/P720.htm
		Understanding Life Insurance Operations for Middle Level Managers	Insurance Institute of India	2 days	https://www.insuranceinstituteofindia.com/documents/d/college-of-insurance/training-program-schedule-for-the-month-of-may-to-september-2023
		Digital Insurance Certificate	Global Institute for IT management	-	https://www.globaliim.com/it-in-insurance

S. No.	Competency	Course Name	Training Provider	Duration	Source
		Certified Professional in Foreign Direct Investment (FDI) and FEMA	Fusion Law School	-	https://www.fusionlawschool.com/courses/certificate-courses-in-FDI/advanced-professional-certificate-course-in-foreign-direct-investment
2	Branding & Marketing	Marketing	Indian institute of foreign trade	-	Report: Central Training Institutions Analysis of training courses
		Marketing Media Communication	Indian Institute of Mass Communication	-	-
		Marketing and NFR	Indian Railways Institute of Transport Management	-	-
3	Logistics & Distribution	Logistics and supply chain management	Indian Railways Institute of Transport Management	-	-
		In service courses: logistics and operations	SVP National Police Academy	-	-
4	Digital Payments	Fintech course on Digital Payment (Card and POS)	Udemy	3 hours	https://www.udemy.com/course/digital-payment-card-and-pos_fintech_course/?utm_source=adwords&utm_medium=udemyads&utm_campaign=DSA_Catchall_la.EN_cc.INDIA&utm_content=deal4584&utm_term=._ag_82569850245._ad_533220805577._kw_.de_c._dm_.pl

S. No.	Competency	Course Name	Training Provider	Duration	Source
					__ti_dsa-41219471920_li_9300749__pd__&matchtype=&gclid=CjwKCAjwg-GjBhBnEiwAMUvNWYvuRjeLSB60RbqArsYnGxLPq74X4FvPbFLNNboDwjn61UBYPaP4ZBoCzA0QAvD_BwE
5	Products & Services	Product and Service Management	Udemy	1 hour	https://www.udemy.com/course/4-strategies-for-product-and-service-management/

In addition to the above competencies, the training interventions are also recommended in the following areas which seem relevant for Department of Posts:

1. Financial Literacy:

The Financial services offered by Post office includes Savings and Postal Life Insurance (PLI) / Rural Postal Life Insurance (RPLI). The Post Office small savings scheme provides a secure, risk free and attractive investment option for the small investors and offers the savings products across its 1,55,000 Post offices.

The Post Office savings bank is the oldest and by far the largest banking system in the country, serving the investment need of both urban and rural clientele. These services are offered as an agency service for the Ministry of Finance, Government of India. Several products on offer serve various investment requirements of the customers.

Hence, training interventions focused on “Financial Literacy” are required.

Competency	Course Name	Training Provider	Duration	Source
Financial Literacy	Beginner's Guide to Managing Money [Financial Literacy]	Udemy	34 mins	https://www.udemy.com/course/financial-literacy-for-beginners/
	Level up your Money: Financial Literacy - BASICS-	Udemy	2 hours	https://www.udemy.com/course/level-up-your-money-financial-literacy-basics/

2. Fraud Management:

As per Annual Report 2022-23, there was misappropriation of public money amounting to 95.62 crore in Post Offices spread over fourteen Postal Circles, due to failure of the Head Post Offices under DoP in implementing internal checks codified for prevention of Fraudulent Activities in operation of Post Office Saving Bank (POSB) Schemes.

In this regard, it is recommended that special focus is given for capacity building of employees in “Fraud Management” to reduce chances of any misappropriation of funds and prevention of money laundering activities.

Competency	Course Name	Training Provider	Duration	Source
Fraud Management	Fraud Prevention, Dispute Resolution and PCI-DSS Masterclass	Udemy	17.5 hours	Fraud Prevention, Dispute Resolution and PCI-DSS Masterclass
	Fraud Risk Analytics (Excel & AI based tools) and Prevention	Udemy	4.5 hours	https://www.udemy.com/course/fraud-risk-analytics-and-prevention/

3. Parcel Products:

As per Annual Report 2022-23, the worldwide exponential growth of e-commerce has opened a new window of opportunity for Department of Posts in the Courier, Express and Parcel (CEP) market. e-commerce based on online payment and Cash on Delivery (COD) has emerged as the new growth engine for the CEP market all over the world including India.

To address the changing requirements of the CEP Market, a separate vertical of Parcel Directorate was set up in the year 2018, to focus on infrastructure development and standardization of Parcel operations for expeditious handling of e-commerce Parcels. Department is also taking steps to increase Parcel handling capacity from existing nearly 3.8 lakh Parcels per day in 2021-22 to approximately 5.3 lakh Parcels per day by 2025-26.

Hence, special training interventions to increase the parcel handling capacity are recommended.

4. Trainings for employees at Post Office Passport Seva Kendra (POPSK)

To provide passport services to citizens on a larger scale and to ensure wider area coverage for the benefits of the citizens, Department of Posts (DoP) and Ministry of External Affairs (MEA) have mutually agreed for leveraging the network of Post Office as Passport Seva Kendras. Pilot project for this joint

venture commenced on 25th January 2017 at Metagali Post Office Mysuru, Karnataka and at Dahod Head Post Office, Gujarat. It has been mutually decided to set up 491 POPSKs in a phased manner. Out of these a total of 430 POPSKs have been made operational which include 65 POPSKs operating in the Aspirational Districts as per Annual Report 2022-23.

Hence, training interventions on behavioral competencies and financial literacy seem important for the employees posted at POPSKs.

5.2. Recommendations for Emerging Technologies

Few emerging technology courses are recommended for the Department of Post to equip employees with the knowledge and skills needed to leverage cutting-edge technologies in their operations. From artificial intelligence and machine learning to blockchain and Internet of Things (IoT), these emerging technologies have the potential to revolutionize the postal industry. By participating in these courses, employees will gain insights into the applications, benefits, and implementation strategies of these technologies. The below recommendation table will provide a comprehensive overview of the recommended courses, including details on their Institutions, duration, and expected courses. Through these emerging technology courses, the Department of Post can prepare its workforce for the future, unlock new opportunities, and stay at the forefront of innovation in the postal sector.

S.No.	Competency	Course Name	Training Provider	Duration	Source
1	Emerging Technologies - Big Data Analytics	Foundation of Data Structures	IIT Bombay	5 months	Online
2	Emerging Technologies - Cyber Security	Certificate Programme in "Cybersecurity: Foundations & Pragmatics"	IIT Delhi	6 months	Online
3	Emerging Technologies - Artificial intelligence/ Machine Learning (AI/ML)	Certificate Programme in "Data Science & Machine Learning"	IIT Delhi	6 months	Online
4	Emerging Technologies - Internet of Things (IoT)	Certificate Programme in "5G and its Applications in IoT and AI"	IIT Delhi	8 months	Online
5	Emerging Technologies - Cloud Computing	Introduction to Cloud Computing	IIT Kharagpur	1.5 month	Online

S.No.	Competency	Course Name	Training Provider	Duration	Source
6	Emerging Technologies - Cyber Security	Cyber security	IIT Kanpur	1.5 month	Online
7	Emerging Technologies - Artificial intelligence/ Machine Learning (AL/ML)	Introduction to Artificial Intelligence	IIT Kanpur	1.5 month	Online
8	Emerging Technologies - Artificial intelligence/ Machine Learning (AL/ML)	Introduction to Machine Learning	IIT Kanpur	1.5 month	Online
9	Emerging Technologies - Internet of Things (IoT)	IOT	IIT Kanpur	1.5 month	Online
10	Emerging Technologies - Big Data Analytics	Business analytics and data mining Modeling using R	IIT Roorkee	30 hrs	Online
11	Emerging Technologies - Big Data Analytics	Data Analytics with Python	IIT Roorkee	30 hrs	Online
12	Emerging Technologies - Artificial intelligence/ Machine Learning (AL/ML)	Artificial Intelligence and Machine Learning for Business	IIM Ahmedabad	1 month	Online
13	Emerging Technologies - Big Data Analytics	Foundation of Data Science	IIM Bangalore	2 month	Online
14	Emerging Technologies - Artificial intelligence/ Machine Learning (AL/ML)	Predictive Analytics	IIM Bangalore	1.5 month	Online
15	Emerging Technologies - Artificial intelligence/ Machine Learning (AL/ML)	Data Science, Machine Learning and Artificial Intelligence programme	IIM Kozhikode	9 months	Online
16	Emerging Technologies - Big Data Analytics	Advanced Data Analytics for Managers	IIM Kozhikode	10 months	Online
17	Emerging Technologies - Artificial intelligence/ Machine Learning (AL/ML)	AI & ML for Business Excellence	IIM Kozhikode	10 months	Online

Annexures

Annexure 1 – Detailed Capacity Needs across designations

A description of competency requirements of the department at an individual level is outlined in the table below –

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
1	LSG Cadre and Supervisor working in PO / RMS	Sub Postmaster	<ol style="list-style-type: none"> 1. HR Management/ Team Building 2. Supervision/ Coordination 3. Cash Management 4. Joint Custodian of Treasury 5. Stock Management of Forms & Stationeries 6. Record Management 7. Achievement of Targets 8. Mail Management 9. Book/Record Keeping 10. Customer Handling 	<ol style="list-style-type: none"> 1. Communication 2. Proactive 3. Listening 4. Accountability 5. Space Management 6. Vigilant 7. Consultation 	<ol style="list-style-type: none"> 1. Cash Management 2. CCS (Conduct) Rules 3. CCS (Leave) Rules 4. GDS (C & E) 5. Inventory Management 6. Marketing 7. Monitoring 8. Public Grievance Management 9. Record Management 10. Reporting Mechanism 11. Segregation 12. Staff Management 	<ol style="list-style-type: none"> 1. CBS (Core Bank Solution) Manual and SB (Savings Bank) Manuals 2. Counter Operations 3. FHB (Postal Financial Handbook) Volume I & II 4. Finacle and McCamish 5. IPPB (India Post Payments Bank) 6. Mail Operations 7. PMA (Postman Mobile Application) 8. POS (Point of Sale) 9. RICT (Rural Information Communication Technology) 10. SAP-IPVS (Indian Post Visibility System)
		Deputy Postmaster	<ol style="list-style-type: none"> 1. Supervision/ Coordination 2. Custodian of SB cheque book, MICR cheque book & guard files related to SB/SC 3. Maintenance of Due mail & Sorting list 4. Book/ Record Keeping 5. Customer Handling 	<ol style="list-style-type: none"> 1. Communication 2. Proactive 3. Listening 4. Accountability 5. Space Management 6. Vigilant 7. Consultation 	<ol style="list-style-type: none"> 1. Cash Management 2. CCS (Conduct) Rules 3. CCS (Leave) Rules 4. Inventory Management 5. Mail Operations 6. Marketing 7. Public Grievance Management 8. Record Management 9. Reporting Mechanism 10. Staff Management 	<ol style="list-style-type: none"> 1. Finacle and McCamish 2. CBS (Core Bank Solution) Manual and SB (Savings Bank) Manuals 3. Counter Operations 4. FHB (Postal Financial Handbook) Volume I & II 5. GDS (C & E) Rules 6. IPPB (India Post Payments Bank) 7. PMA (Postman Mobile Application) 8. POS (Point of Sale) 9. RICT (Rural Information Communication Technology) 10. SAP-IPVS (Indian Post Visibility System)

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Assistant Postmaster (Mails)	1. Supervision 2. Monitoring 3. HR Management 4. Operational Management 5. Joint Custodian 6. Funds and inventory management 7. Bank Transactions 8. Book/ Record keeping	1. Promptness 2. Vigilant 3. Attention 4. Self Confidence 5. Team Building 6. Motivation	1. Monitoring 2. Operations management 3. Public Grievance Management	1. DMSL (Due Mail Sorting List) 2. SAP-IPVS (Indian Post Visibility System)
		Assistant Postmaster (Counter)	1. Supervision 2. Monitoring 3. HR Management 4. Operational Management 5. Joint Custodian 6. Funds and inventory management 7. Bank Transactions 8. Book/ Record keeping	1. Promptness 2. Decision making 3. Attention 4. Time Management 5. Vigilant 6. Self Confidence 7. Team Building 8. Motivation	1. Cash Management 2. Inventory Management 3. Public Grievance Management 4. Record Management 5. Reporting Mechanism 6. Staff Management	1. CBS (Core Bank Solution) Manual and SB (Savings Bank) Manuals 2. Counter Operations 3. FHB (Postal Financial Handbook) Volume I & II 4. Finacle and McCamish 5. IPPB (India Post Payments Bank) 6. Mail Operations 7. PMA (Postman Mobile Application) 8. POS (Point of Sale) 9. RICT (Rural Information Communication Technology) 10. SAP-IPVS (Indian Post Visibility System)

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Assistant Postmaster (SB)	1. Supervision 2. Monitoring 3. HR Management 4. Operational Management 5. Joint Custodian 6. Funds and inventory management 7. Bank Transactions 8. Book/ Record keeping	1. Attention 2. Promptness 3. Vigilant 4. Self Confidence 5. Team Building 6. Motivation	1. CCS (Commutation of Pension) Rules 2. CCS (Pension) Rules 3. FR and SR Rules 4. GDS (C & E) Rules 5. CCS (Leave) Rules 6. LTC (Leave Travel Concession) Rules 7. NPC Bills 8. Periodic Returns 9. Record Management 10. TA Rules	1. CGEGIS (Central Government Employees Group Insurance Scheme)Matters 2. Employee Payments 3. GDSGIS (Gramin Dak Sevak Group Insurance Scheme) 4. Pay and Pension Management 5. SAP-F&A (Finance & Accounts) Module 6. Service Books
		Assistant Postmaster (Accounts)	1. Supervision 2. Monitoring 3. HR Management 4. Operational Management 5. Joint Custodian 6. Funds and inventory management 7. Bank Transactions 8. Book/ Record keeping	1. Attention 2. Promptness 3. Vigilant 4. Self Confidence 5. Team Building 6. Motivation	1. CCS (Commutation of Pension) Rules 2. CCS (Leave) Rules 3. CCS (Pension) Rules 4. FR and SR Rules 5. GDS (C & E) Rules 6. LTC (Leave Travel Concession) Rules 7. NPC Bills 8. Record Management 9. TA Rules	1. GDSGIS (Gramin Dak Sevak Group Insurance Scheme) 2. Pay and Pension Management 3. SAP-F&A (Finance & Accounts) Module 4. Service Books 5. CGEGIS (Central Government Employees Group Insurance Scheme)Matters

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Assistant Postmaster(Treasurer)	1. Supervision 2. Monitoring 3. HR Management 4. Operational Management 5. Joint Custodian 6. Funds and inventory management 7. Bank Transactions 8. Book/ Record keeping	1. Vigilant 2. Accountability 3. Forecasting 4. Time Management 5. Space Management	1. Inventory Management 2. Monitoring 3. Record Management 4. Segregation	1. FHB (Postal Financial Handbook) Volume I & II 2. CSI (Core System Integration) 3. Cash Management 4. Inventory management 5. SAP-F&A (Finance & Accounts) Module
		CPC In-charge	1. Branch/ Section Management 2. Maintenance of Office Equipment & Connectivity 3. Implementation of KPI/ norms of the relative product 4. HR Management/ Team Building 5. Supervision/ Coordination 6. Book/ Record Keeping 7. Customer Handling	1. Accountability 2. Promptness 3. Vigilant 4. Leadership 5. Motivation 6. Decision making 7. Attentiveness 8. Self Confidence 9. Team Building 10. Space Management 11. People first 12. Consultation 13. Communication	1. Citizen Charter 2. Record Management 3. Retrieval and Monitoring 4. Segregation	1. CPC (Circle Processing Centre) operations 2. POLI (Postal Life Insurance) Rules 3. Finacle and McCamish

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Public Relation Inspector (Postal)	1. Relationship Building 2. Supervision/ Coordination 3. Record Keeping 4. Customer Handling	1. Courteous 2. Attentiveness 3. Readiness 4. Promptness 5. Vigilant 6. People first 7. Consultation 8. Communication	1. Public Relation Management	1. Departmental Products & Services 2. Inquiry Management 3. Liaisoning 4. Protocol duties
		Sub Record Officer	1. Team Building/ Staff Management 2. Leave Arrangement 3. Staff Welfare 4. Maintenance of Office Records (Basic Documents)	1. Attention 2. Accountability 3. Promptness 4. Leadership 5. Decision making 6. Self Confidence 7. Team Building 8. Motivation 9. Promptness	1. CCS (CCA) Rules 2. CCS (Conduct) Rules 3. CCS (Leave) Rules 4. Handling Disciplinary proceedings 5. Procedural Knowledge of APAR 6. Staff Management 7. Stakeholder Management 8. Supply/stock management	1. SAP-IPVS (Indian Post Visibility System) 2. Condemnation procedure 3. Monitoring BI Reports 4. Preservation of records 5. Stock Management 6. CSI (Core System Integration)
		Head Sorting Assistant	1. Team Building/ Staff Management 2. Leave Arrangement 3. Staff Welfare 4. Maintenance of Office Records (Basic Documents) 5. Maintenance of Office Equipment & Connectivity 6. Implementation of KPI/ norms of the relative product 7. Team Building/ Staff Management	1. Attentiveness 2. Accountability 3. Promptness 4. Vigilant 5. Time Management 6. Coordination 7. Leadership 8. Decision making 9. Self Confidence 10. Team Building 11. Space Management	1. HR Management 2. Monitoring 3. Operations Management 4. Record Management	1. SAP-IPVS (Indian Post Visibility System) 2. Due Mail and Sorting List (DMSL) 3. PIN Range or All India L1 & L2 mail offices (circle) 4. Mail Operations 5. CSI (Core System Integration)

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Supervisor In-charge (CRC/ NSH/ PH)	1. HR Management 2. Mail Management 3. Vigilance and Disciplinary Matters 4. Estate Management 5. Public Grievances/ Customer care/ RTI 6. Inspections/ Visits 7. Technology Management/ Stock and Miscellaneous	1. Attentiveness 2. Accountability 3. Promptness 4. Vigilant 5. Leadership 6. Motivation 7. Decision making 8. Self Confidence 9. Team Building 10. Coordination 11. Confidentiality 12. Time Management 13. People first 14. Consultation 15. Communication	1. CCS (CCA) Rules 2. CCS (Conduct) Rules 3. CCS (Leave) Rules 4. HR Management 5. Monitoring 6. Public Relation Management 7. Recruitment rules 8. Staff Management 9. Transfer guidelines	1. DPC (Departmental Promotion Committee) 2. Postal Manual Volume III 3. LGO/LDCE (Limited Departmental Competitive Examination) procedures and guidelines
2	Sorting Assistant	Counter Operations	1. Sales Service 2. Grievance Handling 3. Book/ Record keeping 4. Customer Handling	1. Communication 2. Proactiveness 3. Accountability 4. Space Management 5. Consultation	1. Operations Management 2. Record Management 3. Marketing 4. Monitoring	1. Products & services 2. SAP-IPVS (Indian Post Visibility System) 2. POS (Point of Sale)
		Mail Branch	1. Mail Agent 2. Book/ Record Keeping 3. Sorting Branch 4. Collection and Sorting of Mails	1. Vigilant 2. Time management 3. Coordination 4. Accountability 5. Space management	1. Operations Management 2. Record Management 3. Monitoring	1. Collection 2. Sorting of Mails 2. SAP-IPVS (Indian Post Visibility System) 2. POS (Point of Sale)

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Sorting Branch	1. Receipt, Opening, processing and closing of unregistered articles 2. Book/ Record keeping	1. Attentiveness 2. Vigilant 3. Coordination 4. Time management	1. Operations Management 2. Record Management 3. Monitoring	1. Postal Indexing 2. Sorting of mails
		Registration Branch	1. Receipt, Opening, processing and closing of registered articles 2. Book/ Record keeping	1. Attentiveness 2. Vigilant 3. Coordination 4. Time management	1. Operations Management 2. Record Management 3. Monitoring	1. Sorting of Mails 2. SAP-IPVS (Indian Post Visibility System) 2. POS (Point of Sale) 3. Mail Management
		Parcel Branch	1. Receipt, Opening, processing and closing of registered articles 2. Book/ Record keeping	1. Attentiveness 2. Vigilant 3. Coordination 4. Time management	1. Operations Management 2. Record Management 3. Monitoring	1. Sorting of Mails 2. SAP-IPVS (Indian Post Visibility System) 3. Mail Management
		Speed Post Branch	1. Receipt, Opening, processing and closing of speed post articles 2. Book/ Record keeping	1. Attentiveness 2. Vigilant 3. Coordination 4. Time management	1. Operations Management 2. Record Management 3. Monitoring	1. Sorting of Mails 2. SAP-IPVS (Indian Post Visibility System) 3. Speed Post Management
		Mail Agent in Section working on important Mail lines	1. Checking of all bags, Receipt, Opening, Closing and Despatch of Transit Bags	1. Vigilant 2. Accountability 3. Time management 4. Coordination	1. Operations Management 2. Record Management 3. Monitoring	1. Sorting of Mails 2. SAP-IPVS (Indian Post Visibility System) 3. Mail Operations
		Checking Branch	1. Book/ Record keeping 2. Bag Management and Distribution	1. Vigilant 2. Accountability 3. Time management 4. Coordination	1. Operations Management 2. Record Management 3. Monitoring	1. Sorting of Mails 2. SAP-IPVS (Indian Post Visibility System) 3. Bag Management and Distribution

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Information Clerk	1. HR Management 2. Maintenance of Annual Distribution List	1. Vigilant 2. Accountability 3. Listening Skills 4. Time management 5. Coordination	1. Staff Arrangement 1. Operations Management 2. Record Management 3. Monitoring	1. Sorting of Mails 2. SAP-IPVS (Indian Post Visibility System) 3. Bag Management and Distribution 4. Physical verification
		Mail Agent of TMO	1. Receipt, Opening, Closing and Despatch of Transit Bags	1. Vigilant 2. Accountability 3. Listening Skills 4. Time management 5. Coordination	1. Operations Management 2. Record Management 3. Monitoring	1. Sorting of Mail 2. SAP-IPVS (Indian Post Visibility System) 3. Mail Operations
		Cashier	1. Financial transaction 2. Book/ Record keeping	1. Vigilant 2. Accountability 3. Space management	1. Operations Management 2. Record Management 3. Monitoring	1. Account Management 2. Financial Hand Book (FHB) & CSI (F & A) 3. Cash Management in HRO/SRO
		Accounts Branch	1. Drawal of Pay, Allowances and Pension 2. Service Book and Leave Account Management 3. Processing Tax 4. Book/ Record keeping	1. Vigilant 2. Accountability 3. Time management 4. Coordination 5. Space management	1. FR&SR GDS C&E Rules 2020 2. NPS Rules 2021 3. GPF Rules 1960 4. CCS Pension Rules 1972 6. CCS Leave Rules, 7. Income Tax Rules 8. GST Rules and CSI (F & A) 9. Record Management	1. Allowances Management 2. Pension Management 3. Service Book Management 4. Leave Account Management 5. Processing Tax

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant Divisional Office	1. HR Management 2. Mail Management 3. Vigilance and Disciplinary Matters 4. Estate Management 5. Public Grievances/ Customer care/ RTI 6. Inspections/ Visits 7. Technology Management/ Stock and Miscellaneous	1. Confidentiality 2. Time management 3. Communication 4. Coordination 5. Accountability 6. Space management	1. Recruitment rules 2. Leave rules 3. Transfer guidelines DPC, LGO/LDCE 4. CCS Pension Rules 1972 6. CCS Leave Rules, 6. Citizen Charter 7. RTI Act 8. Consumer Protection Act 9. GeM 10. Record Management	1. Postal Manual Volume V 2. SOP on RMFS 3. Product knowledge 4. Postal Manual Volume II 6. Release IR/VR. 7. Inspections/Visits Procurement 8. Compliance Management 9. Staff Monitoring

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
3	Stenographer	Principal Private Secretary	1. Record & Secrecy Management 2. Personal Management 3. Dictation taker and shorthand Writer/Typist 4. Coordination and Team Management 5. APAR Management 6. Public and Meeting Management 7. Tour Management 8. Inspections/Visit 9. Customer and Grievance handling	1. Punctuality 2. Commitment 3. Integrity 4. Accountability 5. Space management 6. Planning 7. Organizational awareness. 8. Trust 9. Respect 10. Affection and Confidence 11. Information seeking 12. Communication 13. Diligence 14. Professional 15. Positive mindset 16. Time management 17. Coordination 18. Active Participation 19. Vigilant 20. Devotion 21. Enthusiastic	1. Noting & Drafting 2. MS Office 3. e- Office 4. Record Management 5. Presentation Skills 6. Customer Relationship Management 7. Front Desk Management 8. Public and Meeting Management 9. Stakeholder Management 10. Travel Management 11. Travel Allowance (TA) Bill 12. CBS CSI and CIS Rules 13. Citizen Charter 14. Consumer protection act 15. Public Grievances Management 22. Skill Test Norms	1. Inspection Management 2. IR preparation 3. Manual on Office Procedure 4. Operation Management 5. Annual Performance Appraisal Report (APAR) Manuals 6. Project Management 7. Products and Services 8. SOPs & Escalation matrix 9. Translation efficiency 10. Shorthand Writer/Typist

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Private Secretary (Merged A & B Grade of CSSS)	1. Record & Secrecy Management 2. Personal Management 3. Dictation taker and shorthand Writer/Typist 4. Coordination and Team Management 5. APAR Management 6. Public and Meeting Management 7. Tour Management 8. Inspections/Visit 9. Customer and Grievance handling	1. Punctuality 2. Commitment 3. Integrity 4. Accountability 5. Space management 6. Planning and coordination 7. Organizational awareness. 8. Trust 9. Respect 10. Affection and Confidence 12. Information seeking 13. Communication 14. Diligence 15. Positive mindset 16. Time management 17. Active Participation 18. Vigilant 19. Devotion 20. Enthusiastic	1. Noting & Drafting 2. MS Office 3. e- Office 4. Record Management 5. Presentation Skills 6. Customer Relationship Management 7. Front Desk Management 8. Public and Meeting Management 9. Travel Management 10. Travel Allowance (TA) Bill 11. CBS CSI and CIS Rules 12. Citizen Charter 13. Consumer protection act 14. Public Grievances Management 22. Skill Test Norms	1. Inspection Management 2. IR preparation 3. Annual Performance Appraisal Report (APAR) Manuals 4. Project Management 5. Products and Services 6. SOPs & Escalation matrix 7. Shorthand Writer/Typist

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Personal Assistant (Grade C of CSSS)	1. Record & Secrecy Management 2. Personal Management 3. Dictation taker and shorthand Writer/Typist 4. Coordination and Team Management 5. APAR Management 6. Public and Meeting Management 7. Tour Management 8. Inspections/Visit 9. Customer and Grievance handling	1. Punctuality 2. Commitment 3. Integrity 4. Accountability 5. Space management, 6. Planning and coordination 7. Organizational awareness 9. Trust 10. Respect 12. Information seeking 13. Communication 14. Diligence 15. Optimistic 16. Positive mindset 17. Time management 18. Vigilant 19. Devotion 20. Enthusiastic	1. Noting & Drafting 2. MS Office 3. e- Office 4. Record Management 5. Presentation Skills 6. Customer Relationship Management 7. Front Desk Management 8. Public and Meeting Management 9. Travel Management 10. Travel Allowance (TA) Bill 11. CBS CSI and CIS Rules 12. Citizen Charter 13. Consumer protection act 14. Public Grievances Management 22. Skill Test Norms	1. Inspection Management 2. IR preparation 3. Annual Performance Appraisal Report (APAR) Manuals 4. Project Management 5. Products and Services 6. SOPs & Escalation matrix 7. Shorthand Writer/Typist

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Stenographer (Grade C of CSSS)	1. Record & Secrecy Management 2. Personal Management 3. Dictation taker and shorthand Writer/Typist 4. Coordination and Team Management 5. APAR Management 6. Public and Meeting Management 7. Tour Management 8. Inspections/Visit 9. Customer and Grievance handling	1. Punctuality 2. Commitment 3. Integrity 4. Accountability 5. Space management, 6. Planning and coordination 7. Organizational awareness. 9. Trust 10. Respect 12. Information seeking 13. Communication 14. Diligence 15. Optimistic 16. Positive mindset 17. Time management 18. Vigilant 19. Devotion 20. Enthusiastic	1. Noting & Drafting 2. MS Office 3. e- Office Software 4. Record Management 5. Presentation Skills 6. Customer Relationship Management 7. Front Desk Management 8. Public and Meeting Management 9. Travel Management 10. Travel Allowance (TA) Bill 11. CBS CSI and CIS Rules 12. Citizen Charter 13. Consumer protection act 14. Public Grievances Management 22. Skill Test Norms	1. Inspection Management 2. IR preparation 3. Annual Performance Appraisal Report (APAR) Manuals 4. Project Management 5. Products and Services 6. SOPs & Escalation matrix 7. Shorthand Writer/Typist
4	Postal Assistant (Post Office)	MPCM PA	1. Mail & Parcel logistics management 2. Sale of stamps/IPOs and payment of IPOs 3. Handling Insurance Services (PLI/RPLI) 4. Record Management 5. Cross Marketing 6. Compliance & Grievance Management 7. Monitor Savings Bank Certificates, Jansuraksha schemes, IPPB	1. Communication 2. Proactiveness 4. Accountability 5. Time management 7. Vigilant 9. Space management	1. e-Office 2. Record management 3. Marketing 4. Public Grievance Management 5. Compliance Management 6. Monitoring	1. POS (Point of Sale) 2. Finacle and McCamish 3. IPPB (India Post Payments Bank) 5. Customer need analysis 6. POLI (Postal Life Insurance) 7. Life Insurance 8. Jansuraksha schemes 9. Escalation matrix

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Mails PA	1. Mail/Parcel handling 2. Bagging & Tagging Management 3. Mail Sorting 4. Record Management	1. Attentiveness 2. Time management 3. Coordination 4. Accountability 6. Space management	1. Record Management 2. Compliance Management 3. Monitoring	1. Mail Logistic Monitoring 2. Postal Bag Management 3. Examination of cord and seal 4. Due Mail and Sorting List (DMSL)
		Sorting PA	1. Letter box collection 2. BO collection 3. Counter collection 4. Bulk mail processing 5. Delivery and collection by postman 6. Processing of franked mail 7. Processing of RNP mail 8. Processing of URP mail 9. Processing of missent/misdirected mail 10. Sorting of Mail 11. Handling Transit & Non-transit delivery	1. Attentiveness 2. Vigilant 3. Coordination 4. Time management 5. Accuracy 6. Accountability	1. Record Management Compliance Management 2. Monitoring	1. Mail Verification 2. Postage Stamps 4. Article Sorting Management 5. Box statement 6. Remotely Managed Franking System (RMFS) 7. Product & Service 8. Office Delivery jurisdiction 9. BO delivery jurisdiction 10. TD/NTD jurisdiction
		Delivery PA	1. Mail Return Handling with Maintenance of Unpaid Abstract 2. Mail bag inspection 3. Mail bag processing.	1. Vigilant 2. Coordination 3. Time management 4. Accountability	1. Monitoring 2. Inspection 3. Operations	1. Article Sorting Management 2. Mail Distribution Management 4. Postmarks Monitoring 6. Office delivery jurisdiction 7. BO delivery jurisdiction

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Registration Delivery PA	1. Mail/Parcel handling 2. Sorting of Mail 3. Mail Bag Processing 4. eMO Processing 5. Accountable article and eMO returns processing." 6. DPMS transaction verification and authorization. 7. Record Management	1. Vigilant 2. Coordination 3. Time management 4. Accountability	1. Monitoring 2. Inspection 3. Operations	1. Delivery & Postman Management System (DPMS) 3. Article Sorting Management 6. Examination of Redirected Articles 7. Safe Custody of Undelivered and Insured Articles 8. Beat delivery jurisdiction 9. BO delivery jurisdiction 10. Accountable article and eMO returns processing.
		Parcel Delivery PA	1. Mail/Parcel handling 2. Sorting of Mail 3. Mail Bag Processing 4. eMO Processing 5. Accountable article and eMO returns processing." 6. DPMS transaction verification and authorization. 7. Record Management	1. Vigilant 2. Coordination 3. Time management 4. Accountability	1. Monitoring 2. Inspection 3. Operations	1. Delivery & Postman Management System (DPMS) 3. Article Sorting Management 6. Examination of Redirected Articles 7. Safe Custody of Undelivered and Insured Articles 8. Beat delivery jurisdiction 9. BO delivery jurisdiction 10. Accountable article and eMO returns processing.

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Speed Delivery PA	1. Mail/Parcel handling 2. Sorting of Mail 3. Mail Bag Processing 4. eMO Processing 5. Accountable article and eMO returns processing." 6. DPMS transaction verification and authorization. 7. Record Management	1. Vigilant 2. Coordination 3. Time management 4. Accountability	1. Monitoring 2. Inspection 3. Operations	1. Delivery & Postman Management System (DPMS) 3. Article Sorting Management 6. Examination of Redirected Articles 7. Safe Custody of Undelivered and Insured Articles 8. Beat delivery jurisdiction 9. BO delivery jurisdiction 10. Accountable article and eMO returns processing.
		MO/eMO Paid PA	1. Mail/Parcel handling 2. Sorting of Mail 3. Mail Bag Processing 4. eMO Processing 5. Accountable article and eMO returns processing." 6. DPMS transaction verification and authorization. 7. Record Management	1. Time management 2. Vigilant 3. Monitoring skills	1. Monitoring 2. Inspection	1. Delivery & Postman Management System (DPMS) 3. Article Sorting Management 6. Examination of Redirected Articles 7. Safe Custody of Undelivered and Insured Articles 8. Beat delivery jurisdiction 9. BO delivery jurisdiction 10. Accountable article and eMO returns processing.

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Treasurer	1. Document Management 2. Compliance Monitoring 3. supply chain management for cash and inventory 4. Cash Reconciliation with Verification, Recording, and Investigation 5. Cash Management 6. Record Management 7. Retail Operations	1. Vigilant 2. Time management 3. Monitoring 4. Forecasting 5. Space management	1. Record Management 2. Monitoring 3. Operations	1. SAP-F&A (Finance & Accounts) Module 2. Customer Relationship Management 3. Compliance Monitoring 4. Financial Hand Book (FHB) 5. Cash Management 6. Transaction Management 7. Retail operations 8. Security measures 9. CTS process for cheque clearance
		Savings Bank PA	1. Banking Operations 2. Cash management 3. Compliance monitoring 4. Risk assessment 5. Customer relationship management. 6. Cross marketing	1. Communication 2. Accountability 3. Vigilant 4. Time management 5. Space management 6. Consultation	1. Monitoring 2. Marketing 4. Operations 5. Sales consultation	Finacle and McCamish 2. sales consultation 3. Scheme rules 2019, POSB (CBS) 4. Manual and SB Orders, PMLA 5. SB products and SOPs 6. Products & Service
		Sub Accounts PA	1. Cash Management 2. Inter-branch transfer Management	1. Time management 2. Vigilant 3. Accountability	1. Monitoring 2. Operations	1. SAP-F&A (Finance & Accounts) Module 2. Postal Manual Volume VI Part III 3. Cash Management 4. Inter-branch transfer Management

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Accounts PA	1. Payroll management 2. Employee recordkeeping 3. Tax compliance Management	1. Communication 2. Accountability 3. Vigilant 4. Time management 6. Space management	1. Monitoring 2. Record Management 3. FR & SR 4. GDS C&E Rules 2020 5. NPS Rules 2021 6. GPF Rules 1960 7. CCS Pension Rules 1972	1. HR Module in SAP 2. Tax procedure for remittance. 3. Allowance Management 4. Income tax rules 5. Payroll management 6. Tax compliance Management
		CPC PLI PA	1. Document indexing. 2. insurance administration 3. Record Management 4. Cross Management 5. Customer Service Management	1. Communication 2. Courteous 3. Time Management 4. Accountability 5. Space management 6. Consultation	1. Marketing 2. Monitoring 3. Inspection 4. Record Management	1. Finacle and McCamish 2. Document indexing. 3. Sales consultation 4. insurance administration 5. Postal life insurance (PLI) 7. Products & Service 8. Customer Service Management

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant	1. Administrative Management 2. Contract Management 3. Noting & Drafting 4. Documents Related Disciplinary Management 5. Record Management 6. Conducting FRAC (Fire Risk Assessment Committee) 7. Payments processing 8. Handling of court cases 9. Grievance Management 10. Inspection Management 11. Insurance Operations Management. 12. IT asset management 13. processing of Parliament Questions and VIP references	1. Confidentiality 2. Time management 3. Communication 4. Coordination, 5. Accountability	1. Administrative Management 2. Contract Management 3. Noting & Drafting 4. Disciplinary Management 6. Public Grievance Management 7. Inspection 8. Recruitment rules 9. Leave Rules 10. Transfer guidelines 11. DPC, LGO/LDCE 12. CCS Conduct Rules 1964 13. CCS (CCA) Rules 1965, 14. Citizen Charter 15. RTI Act 16. Consumer protection act 17. Record Management	1. FRAC (Fire Risk Assessment Committee) 2. Payments processing 3. Court cases Management 4. Insurance Operations Management. 5. IT asset management 6. Processing of Parliament Questions and VIP references 7. Postal Manual Volume V 8. SOP on RMFS 9. Geographical understanding of division 10. Postal Manual Volume II 11. IR Preparation 12. Compliance Management 13. Products & services 14. SOP on SB claims and philately

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		SBCO PA	1. Voucher Management 2. Long Book consolidation examination 3. Verification of vouchers with Common LOTs 4. Maintenance of Objection Register and Follow-up 5. Register Maintenance 6. Additional Assigned Responsibilities	1. Accountability 2. Attentiveness 3. Coordination 4. Punctuality 5. Vigilant 6. Time Management 7. Integrity 8. Self-Confidence 9. Responsibility 10. Decision Making 11. Communication	2. Noting & Drafting 3. Record Management 4. GeM	1. Long Book Management 2. Finacle and McCamish 3. SB Schemes 5. Objection handling 6. Compliance Management 7. Maintenance SB-62, SB-62(a), SB-72 etc 8. SAP-F&A (Finance & Accounts) Module 9. Anti Money Laundering (AML) 10. Non-Financial Transaction Management 11. Accounts Management 12. FRMU alerts 13. Role & responsibilities of SBCO 14. CBS-CSI Record Keeping Procedures 15. SBCO Manual Procedures 1. Voucher Management
		Foreign Post PA	3. Mail handling. 4. Transportation coordination 5. Daily Report to higher authorities 6. Assist the Officer In- Charge/ Branch –In- Charge 7. Record Management	1. Coordination 2. Self Confidence 3. Responsibility 4. Commitment 5. Attention to detail	1. Record Management 2. Operations	1. Mail handling 2. Transportation coordination 4. Organization HR processes 5. Office Management

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Trainer	1. Imparting training in classroom. Preparation of training materials. 2. Helping in training design. 3. Development of new training methodologies. 4. Monitoring of mess and hostel. 5. Course co-ordination. 6. Course evaluation	1. Time Management 2. Teamwork 3. Ownership 4. Empathy 5. Communication 6. Work Ethics 7. Motivation 8. Positive attitude	1. Monitoring	2. Training & development 4. Course co-ordination. 5. Course evaluation 6. Application software 7. Training Need Analysis
5	GDS Dak Sevak	GDS Dak Sevak	1. GDS at Post Office for office work 2. GDS at Post Office for delivery of mails 3. GDS at RMS office 4. General Duties	1. Discipline 2. Ownership 3. Attention to detail 4. Multi-tasking 5. Coordination 6. Communication 7. Initiative & drive 8. Vigilant 9. Dedication 10. Integrity 11. Attitude	1. Citizen Charter 2. Record Management	1. Application (McCamish) 2. POLI Rules 3. MNOP/PNOP 4. PLI/RPLI/Premium Products/Social Security schemes 5. IPVS 6. Parcel Operational Manual 7. Mail Management 8. PMA device 9. Departmental manuals 10. Sorting Diagram 11. Swatchh Bharat Mission Guidelines 12. DPMS module in CSI 13. POS counter and POS Back office 14. Nanyatha application

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
6	GDS ABPM - Assistant Branch Post Master	GDS ABPM - Assistant Branch Post Master	1. Cash handler 2. Mails handler 3. Public Relationship assistant 4. Equipment Management assistant 5. Device Operator 6. Assistant to Financial Service Provider 7. IPPB 8. Service Provider 9. Assisting in Record keeping 10. Respondent to higher authorities 11. Preventive Vigilance 12. Marketing/ BD (Including agency work performed by the Department e.g. CSC) 13. Flag bearer for Gov't. of India's Social Security Schemes	1. Empathy 2. Accountability 3. Vigilant 4. Problem solving 5. Ownership 6. Motivation 7. Discipline 8. Initiative & drive 9. Attention to detail 10. Multi-tasking 11. Coordination 12. Conceptual Thinking 13. Etiquettes 14. People first 15. Communication 16. Professional Behaviour 17. Information seeking 18. Self confidence 19. Teamwork 20. Dedication 21. Organizational awareness 22. Commitment 23. Selling techniques 24. Analytical skills 25. Networking 26. Innovation 27. People first approach 28. Resilience 29. Strategic thinking	1. Record Management 2. Financial Management 3. Business Procurement 4. Operations Management	1. Fake currency note detection 2. MNOP/PNOP 3. Delivery guidelines in PO Guide Part – I & II 4. Complaint Mechanism (DoP & PGPORTAL) 5. Advanced troubleshooting techniques 6. DoP Financial Service Knowledge 7. IPPB Products 8. BNPL/Export services 9. Social Security Schemes

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
7	GDS BPM - Branch Post Master	GDS BPM - Branch Post Master	1. Financial Service Provider 2. Insurance Service Provider 3. IPPB Service Provider 4. Inventory Manager 5. Cash Manager 6. Mails Manager 7. Team Leader 8. Public Relationship Manager 9. Device Operator 10. Equipment Management 11. Record keeping 12. Response to Audit / Inspection Report – Reporting/Communicating Account Office / Sub Divisional Head etc 13. Preventive Vigilance 14. Marketing / BD (Including agency work performed by the Department e.g. CSC) 15. Flag bearer for Govt. of India's Social Security Schemes 16. Manager - Branch Post Office Building	1. Attention to detail 2. Information seeking 3. Teamwork 4. Communication 5. Self confidence 6. Dedication 7. Initiative and drive 8. Self- Motivation 9. Multitasking 10. Conflict Resolution 11. Proactiveness 12. Conceptual thinking 13. Vigilant 14. Empathy 15. Accountability 16. problem solving 17. Ownership 18. Strategic Thinking 19. Co-ordination 20. Leadership 21. Self- Confidence 22. Delegation 23. Conflict Management 24. Etiquettes 25. Networking 26. People first 27. Information seeking 28. Conceptual thinking 29. Professional Behavior 30. Organizational awareness 31. Commitment 32. Setting the right intention 33. Developing correct	1. Noting & Drafting 2. Report writing and presentation 3. Marketing 4. Record Management 5. Inventory Management 6. Financial Management	1. POSB schemes 2. SB Orders 3. PLI (Postal Life Insurance) Rules 4. SANKALAN 5. IRDA guidelines 6. IPPB Products 7. RBI Guidelines related to Payments bank 8. Management of Index to PR (Accountable receipts issued by BO) 9. Fake currency note detection 10. MNOP/PNOP 11. Delivery guidelines in PO Guide Part – I & II 12. Complaint Mechanism (DoP & PGPORTAL) 13. Preservation of records 14. Swachh Bharat Mission Guidelines 15. Secrecy of credentials / preventing fraudulent transactions 16. Social Security Schemes

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
				perception 34. Selling techniques 35. Objection handling skills 36. Networking 37. People first approach 38. Resilience 39. Strategic thinking 40. Analytical skills 41. Discipline		

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
8	Postman	Head Postman	1. Cash Management 2. Treasury Management	1. Agility 2. Attention to detail 3. Decision making 4. Communication 5. Initiative 6. Information Seeking 7. Analytical thinking	1. Subject rules and procedures 2. Treasury Management	1. Secure Transportation 2. Cash Management 2. Return-to-Sender (RTS) Service Management 3. Investigative Skills.
		Sorting Postman	1. Sorting of Articles 2. Grievance Management 3. Verification of Payments 4. Letter Box Attendant 5. Re-delivery Management	1. Initiative 2. Attentiveness	1. Office procedures 2. Administrative procedures 3. Public Grievance Management	1. Sorting of Articles 3. Verification of Payments 4. Re-delivery Management
		Postman	1. Door-to-door delivery management 2. Sorting of Articles 3. Delivery management through Postman Mobile Application 4. Undelivered Articles Management 5. Transactions of IPPB as Doorstep Banking (AEPS) 6. Promotions of Postal Agency Products. 7. Marketing and selling PLI / RPLI plans as an Agent.	1. Attentiveness 2. Initiative 5. Agility	1. Sales and Administrative skills 2. Operations Management 3. Documentation Management 4. Digital literacy 5. Marketing	1. Services and products Management 2. Route list and beat maps Management 3. Delivery & logistics Management 4. Sorting operations 5. DPMS (Delivery Postman Mobile Application System). 6. PMA mobile of app

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Mail Overseer	1. Mail related duties 2. Remittance related duties 3. Savings Bank Related duties 4. Supervision/ Coordination 5. Assistance to Sub divisional head/ Divisional head 6. Book/ Record Keeping 7. MIS Management 8. Complaint Handling	1. People First 2. Initiative 3. Agility 4. Analytical thinking 5. Decision making 6. Attention to detail 7. Communication 8. Ownership 9. Information seeking 10. Collaboration 11. Self-Confident 12. Leadership 13. Coordination & Motivation 14. Dedication 15. Commitment	1. Staff management and guidance 2. Supply chain management 3. Record Management 4. Monitoring	1. Mail lines and stages Management 3. RICT device/ IPPB Mobile App/ PMA 4. NANYATHA software 5. Postal compliance and investigation 6. Postal beat monitoring and 7. Postal enforcement and reporting 8. Postal transport security 9. Postal accounting and verification 10. Postal deposit and balance enquiry
9	Postal Assistant Savings Bank Contrl Organization (SBCO)	PA in SBCO in Head Post Offices/GPO	1. Maintain & Monitor Vouchers & Documents 2. Admin & File Management 3. Supervision 4. Office Account Management	1. Accountability 2. Attentiveness 3. Coordination 4. Punctuality 5. Ownership 6. Vigilant 8. Integrity 9. Self-Confidence 10. Responsibility 11. Decision Making 12. Communication skill 13. Self-Awareness and Self Control 14. Leadership	1. MS Office 2. Record Management 3. Supervision 4. Statistical register (non-Financial) Management. 5. Noting & Drafting	1. Long Book Consolidation Report 2. Finacle & SAP MIS server 3. SB schemes Rules and Instructions 4. Ledgers of office accounts 5. Interest statements 6. SB-62, SB-62(a) & SB-72 Management 7. Voucher and Document management 8. AML reporting mechanism. 9. Non-Financial Transaction reports 10. FRMU alerts

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		PA SBCO in ICO(SB)	1. Management of Receiving and dispatching of Dak. 2. Processing of correspondence. 3. Monitoring of Statements and reports. 4. Maintaining records/ various orders. 5. Safe Custody of Keys.	1. Communication skills 2. Attention to Detail 5. Accountability 6. Self-confidence 7. Vigilant 8. Self-Awareness and Self Control	1. Record Management 2. Administrative Procedures 3. Noting & Drafting 4. Monitoring 5. Financial Management 6. Anti-Money Laundering	1. Maintenance of Inward and outward Dak 2. Maintenance of Dak registers 4. Finacle MIS server 6. SBCO objection 9. Periodical inspection of SBCO/SB 10. IR preparation

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
10	Inspector of Posts & Assistant Superintendent of Posts	Sub Divisional Head in Postal Division	Not Provided	1. Accuracy 2. Citizen Centricity 3. Communication 4. Confidentiality 5. Coordination 6. Creativity 7. Curiosity 8. Decision Making 9. Empathy 10. Ethics 11. Honesty 12. Integrity 13. Interpersonal 14. Leadership 15. Liaison 16. Motivation 17. Persuasiveness 18. Proactive 19. Problem solving 20. Public Relation 21. Public Speaking 22. Punctuality 23. Team Building 24. Time Management 25. Vigilant	1. BI Tools 2. CCS (CCA) Rules 3. CCS (Commutation of Pension) 4. CCS (Conduct) Rules 5. CCS (Pension) Rules 6. CCS (Leave) Rules 7. Data Analysis 8. Data Interpretation 9. FR and SR Rules 10. Investigation 11. Marketing 12. Monitoring 13. Operations Rules 14. RTI Act 15. Standard Operating Procedure	1. CPC (Central Processing Center) 2. CrPC (Criminal procedure code) 3. CVC Vigilance Manual 4. Departmental IT System 5. Domestic and International Mail Management and monitoring System 6. Establishment norms 7. Gramin Dak Sevaks (GDS) (Conduct and Engagement) Rules 8. Indian Evidence Act 9. Insurance Industry 10. IPPB (India Post Payments Bank) 11. IT Act 12. Loss and fraud cases 13. Finacle and McCamish 14. Personnel, Pay Upgradation and Promotion matters of Departmental staff and GDS 15. Philately 16. PLI/RPLI Rules 17. PMA (Postman Mobile Application) 18. POSB 19. Postal Directorate Guidelines 20. Postal Manual Volume-II 21. Postal Manual Volume-III 22. Preventive vigilance mechanism 23. Revenue potential products related to Mails/Parcel/JanSuraksha/Retail 24. SAP-IPVS 25. Social Welfare/ Financial Inclusion schemes 26. SOPs by PLI Dte 27. Staff quarter matters, departmental and rented building matters 28. Vigilance cases and Disciplinary proceedings

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Sub Divisional Head in RMS Division	Not Provided	1. Accuracy 3. Communication 4. Confidentiality 5. Coordination 6. Decision Making 7. Empathy 8. Ethics 9. Fairness 10. Honesty 11. Integrity 12. Interpersonal skills 13. Leadership 14. Liaison 15. Motivation 16. Persuasiveness 17. Planning 18. Proactiveness 19. Problem Solving 20. Public relation 21. Public Speaking 22. Punctuality 23. Space Management 24. Time Management 25. Vigilant	1. Business proposals and monitoring 2. CCS (Commutation of Pension) 3. CCS (Pension) Rules 4. CCS(Leave) Rules 5. Data Analysis 6. Data interpretation 7. FR and SR Rules 8. Investigation 9. Monitoring 10. Preventive vigilance mechanism 11. Record Management	1. Audit (Inspection/Visit/Preventive Checks) Mechanism of DoP 2. BD products Rules 3. Building and Quarter allotment Matters 4. Business procurement in BD and other Mail products 5. Civil Litigations 6. CPC (Central Processing Center) 7. Criminal procedure code (CrPC) 8. Departmental IT System 9. Direct Trainers Skill 10. Disciplinary proceedings 11. Domestic and International Mail Management System. 12. Establishment norms (RMS) 13. FRAC 14. GDS(C&E) Rules-2020 15. Indian Evidence Act 16. Inspection and Visits matters 17. IT Act 18. Loss and fraud cases 19. Mail Management System 20. Personnel, Pay Upgradation and Promotion matters of Departmental staff and GDS 21. Revenue potential products related to Mails/Parcel/Retail 22. SOPs issued by BD Dte. 23. Vigilance cases

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Complaint Inspector / Inspector of Posts (Public Grievances)	Not Provided	1. Integrity 2. Honesty 3. Ethics 4. Confidentiality 5. Leadership 6. Time Management 7. Decision Making 8. Fairness 9. Communication 10. Vigilant 11. Liaison	1. Monitoring 2. CCS (CCA) Rules 3. Planning 4. Record Management 5. Preventive vigilance mechanism	1. Loss and Fraud cases 2. Audit (Inspection/Visit/Preventive Checks) Mechanism of DoP 3. CSI (Core System Integrator) 4. CVC services 5. Disciplinary matters 6. Finacle and McCamish 7. LIMBS portal (Legal Information Management & Briefing System) 8. Postal Manual Volume-III
		Office Supervisor – In RMS/Postal Divisional Office/PTCs	Not Provided	1. Communication 2. Conceptual Thinking 3. Discipline 4. Empathy 5. Interpersonal Skills 6. Logical 7. Motivation 8. Task Oriented 9. Team Building 10. Time Management	1. Office Management 2. Inventory Management 3. Recruitment Rules 4. RTI Act 5. Staff Management	1. Establishment norms 2. Personnel Management of DoP 3. O&M Procedures 4. Disciplinary proceedings 5. Rajbhasha Matters

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Inspector of Posts / Assistant Superintendent of Posts in GPO	Not Provided	1. Self-Confidence 2. Adaptability 3. Communication 4. Conceptual 5. Creativity 6. Curiosity 7. Discipline 8. Logical 9. Motivation 10. Task Oriented 11. Team Building	1. Human Resource Management 2. Customer Relationship 3. Business Development	Monitoring Postal Operations of GPO
		Inspector of Posts / Assistant Superintendent of Posts in PSD/CSD	Not Provided	1. Adaptable 2. Communication 3. Conceptual Thinking 4. Creative 5. Curious 6. Discipline 7. Logical 8. Motivational 9. Task Oriented 10. Team Building	1. Printing 2. Quality Management 3. Record Management 4. Procurement	None

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Inspector of Posts / Assistant Superintendent of Posts in Foreign Post	Not Provided	1. Adaptable 2. Communication 3. Conceptual 4. Creative 5. Curious 6. Discipline 7. Logical 8. Motivational 9. Ready to learn 10. Self Confidence 11. Task Oriented 12. Team Building	Record Management	1. Process of Foreign Post Office 2. Handling and Monitoring Mail Operations of Foreign Mail
		Inspector / Assistant Superintendent (RMS) Set of Mail Offices	Not Provided	1. Adaptable 2. Communication 3. Conceptual Thinking 4. Creative 5. Curious 6. Discipline 7. Interpersonal 8. Motivational 9. Team Building	Record Management	1. Process of Mail Offices and Management 2. Handling and Monitoring Mail Operations of the Set
		Platform Inspector (RMS)	Not Provided	Time Management Interpersonal Skills Team Work Ownership Empathy Communication	Record Management	1. Railway Transmission System 2. Handling Mail Transmission to/from Mail Offices

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Inspector of Posts / Assistant Superintendent of Posts (Instructor) Trainer in Training Institute	Not Provided	1. Communication 2. Empathy 3. Ethics 4. Gender Sensitization 5. Interpersonal Skills 6. Motivation 7. Ownership 8. Positive Attitude 9. Team Work 10. Time Management	1. Standard Operating Procedure 2. Record Management	1. Application software 2. Designing of Training 3. Handling Training activities 4. Manuals/Rules/Orders/Instructions/SOPs issued time to time by DoP 5. Training Need Analysis
		Manager / Assistant Manager in NSH/BPC/MBC/PH	Not Provided	1. Communication 2. Empathy 3. Ethics 4. Gender Sensitization 5. Ownership 6. Positive Attitude 7. Team Work 8. Time Management	Budgeting & Accounting	1. Handling and Monitoring of Mail Operations 2. Mail Management 3. MNOP/PNOP/BD and other Mail Projects
		Assistant Manager in MMS	Not Provided	1. Communication 2. Empathy 3. Ethics 4. Gender Sensitization 5. Interpersonal Skills 6. Ownership 7. Positive Attitude 8. Team Work 9. Time Management	Record Management	1. Vehicles Act 2. Mail Management 3. Technical Specifications of Motor vehicles 4. Handling and Monitoring of Mail Motor Service Operations

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Inspector of Posts/Assistant Superintendent of Posts in Circle Office / Regional Office / Other Administrative Offices	Not Provided	1. Accuracy 2. Accountability 3. Acting Fair and Just 4. Communication 5. Conceptual Thinking 6. Coordination 7. Curiosity 8. Decision Making 9. Delegation 10. Empathy 11. Information Seeking 12. Initiative Ideas 13. Innovative Thinking 14. Interpersonal Skills 15. Leadership 16. Organizational Awareness 17. Problem Solving 18. Self Confidence 19. Strategic Thinking 20. Team Work 21. Time Management	1. Budgeting & Accounting 2. CCS (Leave) Rules 3. CCS (LTC) Rules 4. CGHS (Central Government Health Scheme) 5. Coordination/Liaison with UIDAI and Passport Authorities 6. CS(MA) [Central Services (Medical Attendance)] Rules 7. FR and SR rules 8. GeM 9. Handling and Monitoring Business Development 10. Human Resource Management 11. Inspection 12. Marketing 13. Monitoring 14. Monitoring and implementation of e-Office 15. Planning 16. Public Grievance 17. Quality Management 18. Record Management 19. Recruitment Rules 20. RTI Act 21. Staff Management 22. TA (Travelling Allowance) Rules	1. CEA (Children Education Allowance) Rules 2. Civil Litigations 3. CPC (Central Processing Center) 4. CrPC (Criminal procedure code) 5. CSI SAP (F&A) 6. Departmental Products and Services 7. Departmental Software 8. Dhaai Akhar competition 9. Disciplinary Proceedings 10. Domestic and International Mail Management System of DoP 11. Establishment norms 12. FRAC, lease/rental agreement 13. Indian Evidence Act 14. IT Act 15. Knowledge of POSB/IPPB/Social Welfare/Financial Inclusion schemes 16. Loss and fraud cases 17. Monitoring of SB and IPPB targets 18. Monitoring of Mail Management System 19. Monitoring of MNOP and PNOP 20. PDA (Philatelic Deposit Account) 21. Philately Products 22. PLI/RPLI Rules 23. Postal Operations and Monitoring of Performance 24. Preventive Vigilance mechanism of DOP 25. Revenue potential products related to Mails/Parcel/Jan Suraksha/Retail and other new initiatives. 26. SPARSH scheme 27. Sports activities, Matters related to RNPs, Franking Machines, Rajbhasha etc.

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Assistant Superintendent of Posts (Tour) / Outdoor	Not Provided	Time Management Confidentiality Interpersonal Skill Communication	1. Budgeting & Accounting 2. Inspection 3. Supervision	1. Audit (Inspection/Visit/Preventive Checks) Mechanism of DoP 2. Mails 3. International Relations
		Assistant Superintendent of Posts (Headquarter) in Postal Division Office and RMS Division Office	Not Provided	1. Acting Fair and Just 2. Analytical Skills 3. Communication 4. Confidentiality 5. Coordination 6. Curiosity 7. Decision Making 8. Empathy 9. Ethics 10. Gender Sensitization 11. Honesty 12. Integrity 13. Interpersonal Skills 14. Leadership 15. Motivation 16. Ownership 17. Positive Attitude 18. Ready to Learn 19. Stress Management 20. Team Work 21. Time Management	1. Business Potential 2. CCS (Leave) Rules 3. CSI 4. Finacle and McCamish 5. GFR 6. Handling Staff, Promotion and Pay Upgradation Matters of Departmental Employees and GDSs 7. Investigation 8. LTC Rules 9. Marketing Management 10. Preventive Vigilance rules 11. Procurement 12. Profit & Loss 13. Rajbhasha 14. Record Management 15. RTI Act 16. TA Rules 17. Technology Management	1. Civil Litigations 2. Disciplinary Proceedings 3. DLI/CLI 4. Establishment norms 5. FRAC, lease/rental agreement 6. Mail/Financial and Insurance Products 7. Parliamentary Procedures 8. Personnel Management of DoP. 9. Postal Accounts

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
11	Postal Assistant in Mail Motor Service (MMS)	Postal Assistant in Mail Motor Service (MMS)	1. Vehicle & Material Management 2. Human Resource Management 3. Accounts / Finance Management 4. Traffic Control and Maintenance	1. Punctuality 3. Awareness 4. Commitment 5. Integrity 6. Honesty 7. Sincerity 8. Transparency 9. Efficiency 10. Discipline 11. Empathy 12. Leadership 13. Delegation 14. Impartiality 15. Problem Solving 16. Analytical Thinking 17. Teamwork	1. CCS (Leave) Rules 2. Inventory management 3. RTI Act 4. Welfare policies 5. FRSR Rules 6. National Training Policy 2012 7. GFR 2017 Rules 8. TA Rules 9. LTC Rules 10. CEA Rules 11. CGHS & CS(MA) Rules 12. CSI SAP (F&A) 13. GEM Portal 14. CRM Portal 15. Staff arrangement 16. Human Resource Development	1. Stock maintenance and monitoring 2. Procurement cycle Management 3. Product/Service evaluation 4. SAP / Employee portal 5. Book of accounting procedure for MMS 6. Traffic Control Room Management 7. Log Sheet of Vehicles 8. Issue of Gate Passes 9. Duty Roster and Order Book Management 10. Logistics Management 11. Postal Accounts Manual 1 and 2 FHB 1& 2 Rules
12	Mail Guard	Mail Guard	Mail Operations in Mail Office / TMO / Section	1. Vigilant 2. Punctual 3. Agility 4. Analytical Thinking 5. Decision Making 6. Attention to Detail 7. Communication	1. Human Resource Management 2. Record Management 3. CCS (CCA) Rules 4. CCS Conduct Rules 5. Gender Sensitization 6. Welfare Measures 7. CCS Leave Rules 8. ESS and HRMS	1. Mail Management 2. SAP- IPVS 3. Postal Manual Volume-V and VII 4. Mail Operations in TMOs, Sections and Mail Agencies

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
13	Indian Postal Service Group 'A' Cadre	Director RAKNPA	1. Training Activities 2. Fund Management 3. Estate Management 4. HR Management 5. iGOT KY Activities 6. Technology Management 7. Co-ordination Activities	1. Attention to Detail 2. Commitment 3. Coordination 4. Decision Making 5. Ethics 6. Innovation 7. Integrity 8. Motivation 9. Planning and organizing 10. Problem Solving 11. Result Orientated 12. Self Confidence 13. Accountability 14. Team Building 15. Transparency	1. Accounting & Budgeting 2. Performance Assessment & Management 3. Budget Management 4. Stakeholder Management 5. Cost analysis 6. Crisis Management 7. Maintaining Employee relations 8. Environment management 1. i-GOT Karmayogi Portal 2. Mission Karmayogi Guidelines 3. GFR (General Financial Rules) 4. Official Language Policy 5. Procurement 6. Resource Planning 7. Scenario Planning 8. Succession Planning 9. Technology Infrastructure Development 10. Monitoring 11. Supervision	1. Conducting training sessions 2. Develop and Deliver e-learning courses 3. Monitoring and Evaluation of training programs 4. Implementing training programs 5. Instruction design technology 6. STPs (Standardized Training Packages) 7. Training Policy (DoPT & DOP) 8. Learning Management Systems 9. Safe environment for trainees 10. Training and development 11. Training Need Analysis 12. Space planning 13. Preventing encroachments 14. Technology assessment

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Chief Postmaster General (CO)	1. Human resource Management 2. Estate Management 3. Establishment 4. Financial and Budget Management 5. Cash arrangement 6. Material Management/Technology & Hardware Management 7. Mail Operations Management and Logistics 8. Customer Relations Management 9. Supervision 10. Ensuring Discipline 11. Regulatory Compliance 12. Co-ordination Functions	1. Agility 2. Accountability 3. Attention to Detail 4. Citizen Centricity 5. Commitment 6. Communication Skills 7. Consultation and Consensus Building 8. Coordination 9. Decision making 10. Empathy 11. Fiscal prudence 12. Initiative and Drive 13. Integrity 14. Leadership 15. Negotiation 16. Objectivity 17. Organisational Awareness 18. Planning and organizing 19. Problem-solving 20. Result Orientation 21. Information Seeking 22. Strategic Thinking 23. Team Work 24. Transparency 25. Sensitivity towards differently-abled 26. Ethics	1. Annual Maintenance Contract (AMC) 2. Budgeting & Accounting 3. Business Operational planning 4. CCS (CCA) Rules 5. CCS (Conduct) Rules 6. Citizen's Charter 7. Labour Relations Management 8. Contract Development and Management 9. Common Service Center (CSC) Services 10. Condemnation rules 11. Conduct and Behavior Management 12. Conflict Management 13. Customer Relationship Management Operations 14. CVC (Central Vigilance Commission) guidelines/circulars 15. Data Collection and Preparation 16. Demand and Supply Analysis 17. DPC (Departmental Promotion Committee) 18. Employee Relationship Management 19. Fire Protection Systems Maintenance 20. FR/SR rules 21. Environmental Legislation 22. Fund Management 23. GeM 24. Gender Sensitive Disaster Risk Management (DRM) 25. GFR (General Financial	1. Career Framework Design 2. Investigation/review/monitoring/recovery in Loss & Fraud cases. 3. Cash conveyance arrangement 4. Comparative analysis of products 5. Conservation and restoration of heritage buildings 6. Departmental Applications 7. Establishment Review of Post offices 8. Financial products offered by India post 9. Forecast and prediction of seasonal mails 10. Geographical and topographical area 11. Handling of Court/CAT cases as per rules 12. Implementation of IT Modernization projects (in PO/RMS) 13. Inspection 14. Latest philatelic products 15. Laws, rulings and orders on buildings/ estates 16. Legal response to CDRF cases 17. Liaison with IPPB (India Post Payments Bank) Branch/ functional heads 18. MNOP (Mail Network Optimization Project)/PNOP (Parcel Network Optimization Project) 19. Monitoring of lodging of police complaints against officials 20. Monitoring PA&F (Postal Accounts and Finance Division), PSD, CSD & MMS 21. NDC (Nodal delivery centres) 22. Optimum utilization of the Postal Network 23. Organisational Culture Development 24. Organisational Design 25. PMA (Postman Mobile Application) 26. PMLA (Prevention of Money Laundering Act) , AML/CFT norms 27. Postal Volume-III 28. Preventive vigilance (Circle) 29. Procedural knowledge of APAR 30. Punitive vigilance (Circle) 31. Rail Mail Service / National Sorting Hub operations 32. Redeployment and abolition of posts

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					Rules) 26. Health and Wellness Programme Management 27. Human Resource Management 28. Infrastructure Strategy 29. Institutional Governance 30. Investigation Process 31. IT governance 32. Knowledge Management 33. Event Management 34. Leave Management 35. Maintain e-LMS portal 36. Management and Integration 37. Manpower Optimisation 38. Market survey 39. Monitoring 40. CP Act and Department's service delivery parameters 41. Job Analysis and Evaluation 42. Operational Excellence 43. Organisational Culture Development 44. Organisational Design 45. Participative vigilance 46. Performance Management 47. Policy Implementation 48. Preservation period 49. Preventing encroachments 50. Procedural knowledge of claim settlement 51. Process financial matters 52. Process Improvement and Optimization 53. Product Marketing and Branding	33. RTN (Road Transport Network) 34. Scrutiny of documents for candidates 35. Sensitive and non sensitive posts 36. Special cover, First day cover, My stamp 37. Strategic workforce planning 38. Strategy Formulation 39. Up gradation/down gradation of Post Offices

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					54. Property and Infrastructural Planning 55. Public Grievances Management 56. Record Management 57. Recruitment Channel Management 58. Recruitment Rules 59. Regulatory and Legal Advisory 60. Regulatory Compliance 61. Research and Information Synthesis 62. Research Data Analysis 63. Risk Assessment 64. Roster Maintenance 65. RTI Act 66. Rules and Regulations towards differently abled (Divyang) 67. Scenario Planning 68. Security Management 69. SOP on Fraud Risk Management Unit (FRMU) alerts/Citizen's Charter 70. Stakeholder Engagement and Management 71. Strategic workforce planning & monitoring 72. Strategy Formulation 73. Succession Planning 74. Sustainable Energy Infrastructure Design 75. Talent Capability Assessment 76. Technology Infrastructure Management and Integration 77. Transfer policy and rules 78. Welfare policies	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Additional Director RAKNPA	1. Training Activities 2. Estate Management 3. HR Management 4. iGOT KY Activities 5. Technology Management 6. Co-ordination Activities	1. Accountability 2. Attention to detail 3. Commitment 4. Coordination 5. Decision Making 6. Innovative Thinking 7. Integrity 8. Motivation 9. Planning and organizing 10. Problem Solving 11. Result Orientation 12. Self Confidence 13. Team Building	1. Crisis Management 2. Employee Relationship Management 3. Environment management 4. FRACing Process 5. iGOT Karmayogi Portal 6. Mission Karmayogi Guidelines 7. Monitoring e-learning courses 8. Performance management 9. Policy Design 10. Project Monitoring 11. Scenario Planning 12. Space planning 13. Stakeholder Engagement and Management 14. Succession Planning 15. Supervision	1. Conducting training sessions 2. Developing and implementing training programs 3. e-content Management 4. Evaluating training programs 5. Facilitating training sessions 6. Review Training Content 7. STPs (Standardized Training packages) 8. Training and Development Guidelines 9. Training Need Analysis 10. Training Policy (DoPT& DOP)

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Regional Postmaster General RO	1. Human Resource Management 2. Estates Management 3. Material Management/Technology & Hardware Management 4. Mail & Logistics Management 5. Financial Services Management 6. Customer Relations Management 7. Supervision 8. Ensuring Discipline 9. Regulatory Compliance 10. Cash Management 11. IPPB ,AE&UC & CSC Coordination 12. Philatelic Management	1. Agility 2. Accountability 3. Attention to Detail 4. Citizen Centricity 5. Commitment 6. Communication Skills 7. Consultation and Consensus Building 8. Coordination 9. Decision making 10. Desire for knowledge 11. Empathy 12. Fiscal prudence 13. Initiative and Drive 14. Integrity 15. Leadership 16. Negotiation 17. Neutrality 18. Objectivity 19. Operational Excellence 20. Organisational Awareness 21. Planning and organizing 22. Problem Solving 23. Result Orientated 24. Seeking Information 25. Sensitivity towards differently abled 26. Strategic Thinking 27. Team Working 28. Transparency	1. AML-CFT norms (Anti-Money Laundering and Counter-Terrorism Financing Act) 2. Annual Maintenance Contract (AMC) 3. Budgeting & Accounting 4. Business Operational Planning 5. Business Opportunities Development 6. Career Framework Design 7. CCS (CCA) Rules 8. CCS (Conduct) Rules 9. Citizen's Charter 10. Condemnation rules 11. Conflict Management 12. Contract Development and Management 13. CP Act and Department's Service delivery parameters 14. Customer Relationship Management Operations 15. CVC (Central Vigilance Commission) guidelines 16. Data Collection and Preparation 17. Demand and Supply Analysis 18. Employee Relationship Management 19. Environmental Legislation 20. Event Management 21. Fire Protection Systems Maintenance 22. FR/SR rules 23. Fund Management 24. GeM 25. Gender Sensitive Disaster Risk Management (DRM)	1. Banking arrangements 2. Cash conveyance arrangement 3. CLI/DLI Command Line Interface 4. Comparative analysis with similar products 5. Court/CAT cases as per GOI Guidelines 6. CSC (Common service center) 7. Departmental Applications 8. DPC (Departmental Promotion Committee) 9. Establishment review of Post Offices 10. Evaluation of Examination & Feedback 11. Fair Rent Assessment Committee (FRAC) 12. Financial products by India post 13. Forecast and prediction of seasonal mails 14. Geographical and topographical area 15. Investigation/review/monitoring/recovery in Loss & Fraud cases. 16. Latest philatelic products 17. Laws, rulings and orders on buildings/ estates 18. Legal response to CDRF cases 19. Liaison with IPPB Branch/Functional Heads 20. MNOP/PNOP/NDC/RTN 21. Organisational Culture Development 22. PMA (Postman Mobile Application) & Dashboard Monitoring 23. PMLA, AML/CFT norms 24. Postal Volume-III 25. Products of IPPB 26. Rail Mail Service operations 27. Sensitive and non sensitive posts 28. SOP on FRMU (Fraud Risk Management) alerts 29. Special cover, First day cover, My stamp 30. Talent Capability Assessment 31. Training Programme Management

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					26. GFR (General Financial Rules) 27. Health and Wellness Programme Management 28. Infrastructure strategy 29. Innovation Management 30. Institutional Governance 31. Investigation and inquiry 32. IT governance 33. Job Analysis and Evaluation 34. Knowledge Management 35. Labour Relations Management 36. Leave Management 37. Maintain e-LMS portal 38. Manpower Optimisation 39. Market survey 40. Monitoring 41. Operational Excellence 42. Performance Management 43. Policy Implementation and Revision 44. Preservation period 45. Preventing encroachments 46. Preventive, participative and punitive vigilance 47. Procedural knowledge of APAR 48. Process Improvement and Optimisation 49. Product Marketing and Branding 50. Property and Infrastructural Planning 51. Public Grievances 52. Record Management 53. Recruitment Channel	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					Management 54. Recruitment Rules 55. Regulatory and Legal Advisory 56. Regulatory Compliance 57. Research and Information Synthesis 58. Research Data Analysis 59. Reservation policy 60. Risk Assessment 61. Roster Maintenance 62. RTI Act 63. Rules and regulations towards differently abled (Divyang) 64. Scenario planning and analysis 65. Security Management 66. Supervision 67. Stakeholder Engagement and Management 68. Standard Operating Procedures 69. Strategic workforce planning & monitoring 70. Succession Planning 71. Sustainable Energy Infrastructure Design 72. Technology Infrastructure Management and Integration 73. Transfer policy and rules 74. Welfare policies	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Joint Director RAKNPA	1. Training Activities 2. Fund Management 3. Estate Management 4. HR Management 5. Technology Management 6. iGOT (Nodal Officer & Publisher) 7. Supervision and Inspection	1. Attention to Detail 2. Accountability 3. Commitment 4. Coordination 5. Decision Making 6. Empathy 7. Ethics 8. Innovative Thinking 9. Integrity 10. Leadership 11. Neutrality 12. Organisational Awareness 13. People Management 14. Planning and organising 15. Problem Solving 16. Result Orientation 17. Strategic Thinking 18. Team Work 19. Transparency	1. Budgeting & Accounting 2. CCS (CCA) Rules 3. CCS (Conduct) Rules 4. Condemnation rules 5. CVC (Central Vigilance Commission) guidelines 6. Demand and Supply Analysis 7. Employee Relationship Management 8. Ensuring proper booking of Expenditure 9. FR/SR rules 10. GFR (General Financial Rules) 11. iGOT Karmayogi Portal 12. Implementation of Audit para's 13. Inspection 14. Knowledge Management 15. Manpower Optimization 16. Mission Karmayogi Guidelines 17. Monitoring 18. Operations and Maintenance 19. POSH Act (Prevention of Sexual Harassment at Workplace) 20. Preservation period 21. Preventive, participative and punitive vigilance 22. Procedural knowledge of APAR 23. Record Management 24. Regulatory and Legal Advisory 25. Rules and regulations towards differently abled (Divyang)	1. Control over Vehicles, Staff Car and hired vehicles 2. Develop Training Materials 3. Inquiry & disciplinary proceedings 4. Knowledge of Training Policy (DoPt & DOP) 5. Laws, rulings and orders on buildings/ estates 6. Monitoring e-learning courses 7. Monitoring training administration 8. STPs (Standardized Training Packages) 9. Training Need Analysis

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					26. Scenario Planning 27. Security arrangement 28. Stakeholder Engagement & Management 29. Supervision 30. Welfare Policies	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Director Postal Services Region/Circle	1. Human Resource Management 2. Estates Management 3. Financial /Material Management, Technology 4. implementation & Hardware Management 5. Mail & Logistics Management 6. Financial Services Management 7. Customer Relations Management 8. Supervision 9. Ensuring Discipline 10. Regulatory Compliance 11. IPPB ,AE&UC & CSC Coordination 12. Philatelic Management 13. Co-ordination Functions 14. Customer Relations	1. Accountability 2. Agility 3. Attention to Detail 4. Citizen Centricity 5. Commitment 6. Communication 7. Coordination 8. Decision making 9. Desire for knowledge 10. Drive for Results 11. Empathy 12. Ethics 13. Fiscal prudence 14. Information Seeking 15. Initiative and Drive 16. Integrity 17. Leadership skills 18. Neutrality 19. Organisational Awareness 20. Planning and organizing 21. Problem Solving 22. Result Orientation 23. Sensitivity towards differently abled 24. Strategic Thinking 25. Team work 26. Transparency	1. AMC (Annual Maintenance Contract) 2. AML-CFT (Anti-Money Laundering/Combating the Financing of Terrorism) norms 3. Asset Management 4. Business Planning 5. CCS (CCA) Rules 6. CCS (Conduct) Rules 7. Condemnation Rules 8. Conservation/Restoration of Heritage Buildings 9. Customer Relationship Management Operations 10. CVC (Central Vigilance Commission) Guidelines 11. Data Collection and Preparation 12. Demand and Supply Analysis 13. Demand forecasting 14. Employee Relationship Management 15. Evaluate Feedback 16. Event Management 17. Fire Protection Systems Maintenance 18. FR/SR rules 19. Fund Manegement 20. GeM 21. Gender Sensitive Disaster Risk Management 22. GFR Rules 23. Health and Wellness Programme Management 24. Human Resource Management 25. Process Improvement and Optimization 26. Infrastructure Design &	1. Banking Arrangements 2. Career Framework Design 3. Cash conveyance arrangement 4. CDRF (Consumer Dispute Redressal Commission) 5. Citizen's Charter norms 6. Comparative analysis of products 7. Condemnation rules 8. Conducting &Evaluating Examination 9. Court/CAT cases as per GOI Guidelines 10. CP Act and Department's service delivery parameters 11. CSC (Common service center) 12. Defending the Second Appeals filed at CIC 13. Departmental Applications 14. DPC (Departmental Promotion Committee) 15. e-LMS portal 16. Environmental Legislation 17. Establishment norms 18. Establishment Norms 19. Forecast and prediction of seasonal mails 20. IPPB Products 21. Laws, rulings and orders on buildings/ estates 22. MNOP/PNOP/NDC/RTN 23. Organisational Culture Development 24. PA&F, PSD, CSD & MMS 25. Philately Products 26. PMA (Postman Mobile Application) 27. Postal Volume-III 28. Preventive vigilance and punitive vigilance (Circle) 29. Preventive, Participative and Punitive vigilance 30. Property and Infrastructural Planning 31. Review /monitoring of Loss & Fraud cases 32. RMS /NSH operations 33. Sensitive and non sensitive posts 34. SOP on FRMU alerts 35. Special cover, First day cover, My stamp 36. Talent Capability Assessment 37. Training Programme 38. Transfer Policy & Rules

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					strategy 27. Innovation Management 28. Institutional Governance 29. Investigation and inquiry 30. IT governance 31. Job Analysis and Evaluation 32. Knowledge Management 33. Labour Relations Management 34. Latest philatelic products 35. Leadership Development 36. Learning Research Data Analysis 37. Leave Management 38. Manpower Optimisation 39. Marketing 40. Monitoring 41. Organisational Design 42. Performance Management 43. PMLA & AML/CFT norms 44. Policy Implementation and Revision 45. Preservation period 46. Preventing encroachments 47. Procedural Knowledge of APAR 48. Product Marketing and Branding 49. Project Delivery 50. Public Grievances 51. Record Management 52. Recruitment Channel Management 53. Recruitment Rules 54. Regulatory and Legal Advisory 55. Regulatory Compliance	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					56. Risk Assessment 57. Roster Maintenance 58. RTI Act 59. Rules and regulations towards differently abled (Divyang) 60. Scenario planning and analysis 61. Security Management 62. Stakeholder Engagement & Management 63. Standard Operating Procedures 64. Strategic workforce planning 65. Strategy Formulation 66. Succession Planning 67. Supervision 68. Sustainable Energy 69. Technology Infrastructure Management and Integration 70. Vigilance 71. Welfare policies	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Director Postal Training Centre (PTC)	1. Training Activities 2. Fund Management 3. Estate Management 4. HR Management 5. Technology Management 6. Official Language	1. Attention Forecasting 2. Coordination 3. Decision Making 4. Motivation 5. Prompt action 6. Self Confidence 7. Team Building 8. Commitment	1. Budgeting & Accounting 2. Cost Analysis 3. Environment management 4. Event Management 5. Fund Management 6. GeM 7. Learning management systems (LMS) for training & development (Postal) 8. Official Language Policy 9. Performance management 10. Recruitment & Selection 11. Security Arrangement 12. Succession planning 13. Technology training	1. Conducting Training Sessions 2. Delivering e-learning courses 3. Developing & implementing training programs 4. Developing technology plans for training & development (Postal) 5. Evaluating Training Effectiveness 6. Facilitating Training Sessions 7. Instruction Design Technology 8. Learning management systems 9. Procurement of equipment & materials for training activities 10. Technology Infrastructure Assessment (Postal)

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Director Postal Services	1. Human Resource Management 2. Estates Management 3. Material Management, Technology & Hardware Management 4. Mail & Logistics Management 5. Financial Services Management 6. Customer Relations Management 7. Supervision 8. Ensuring Discipline 9. Regulatory Compliance 10. Cash Management 11. IPPB, AE&UC & CSC Coordination 12. Philatelic Management	1. Accountability 2. Agility 3. Attention to Detail 4. Commitment 5. Communication 6. Conceptual Thinking 7. Conflict Management 8. Consultation & Consensus Building 9. Coordination 10. Decision Making 11. Delegation 12. Empathy 13. Entrepreneurship 14. Ethics 15. Fiscal prudence 16. Information Seeking 17. Initiative and Drive 18. Innovation & Creativity 19. Integrity 20. Leadership 21. Logical Thinking 22. Negotiation 23. Neutrality 24. Objectivity 25. People First 26. Planning 27. Problem Solving 28. Result Orientation 29. Sensitivity towards differently abled 30. Strategic Thinking 31. Team Building 32. Transparency	1. Budgeting & Accounting 2. Banking arrangements 3. Business Development 4. Business Negotiation 5. Business Operational Planning 6. Business Opportunities Development 7. CCS (Conduct) Rules 8. CCS(CCA) Rules 9. Citizen's Charter 10. Competency Framework Development 11. Condemnation rules 12. Conducting of Inquiry 13. Conflict Management 14. Contract Development and Management 15. Coordination 16. Customer Acquisition Management 17. Customer Relationship Management Operations 18. Cyber Risk Management 19. Data Management 20. Demand and Supply Analysis 21. Departmental Promotion Committee (DPC) 22. Digital Marketing & Communication 23. Digital Technology Adoption & Innovation 24. Disaster Risk Management 25. Emerging Technology 26. Employee Relationship Management 27. Engineering Project Management	1. Capital Expenditure & Investment Evaluation 2. Common Service Centers CVC 3. Comparative analysis of products 4. Departmental Applications 5. Establishment Norms 6. Fair rent assessment committee (FRAC) 7. Financial products by India post 8. Forecast & prediction of seasonal mails 9. Geographical and topographical area 10. Health and Wellness Management 11. IPPB Products 12. Laws, rulings and orders on buildings/ estates 13. Liaison with IPPB Branch 14. MNOP/PNOP/NDC/RTN 15. My stamp facility 16. Philately Products 17. PMA (Postman Mobile Application) 18. Procedural knowledge of APAR 19. Public Private Individual Partnership Collaboration 20. RMS operations 21. Sensitive and non sensitive posts 22. SOP on FRMU alerts 23. Special cover, First day cover, My stamp 24. Talent Capability Assessment

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					28. Event Management 29. Financial Analysis 30. FR/SR rules 31. GeM 32. Gender-based Violence (G-BV) 33. General Principles of Expenditure 34. GFR 35. Human Resource Management 36. Process Improvement and Optimization 37. Infrastructure Design & Strategy 38. Innovation Management 39. Institutional Governance 40. Integration 41. Investigation & inquiry 42. IT governance 43. IT Standards 44. IT Strategy 45. Job Analysis & Evaluation 46. Knowledge Management 47. Labour Relations Management 48. Leadership Development 49. Learning & Development 50. Leave Management 51. Legal Drafting and Writing 52. Litigation Management 53. Macroeconomic Analysis 54. Manpower Optimisation 55. Media Management 56. Monitoring and evaluation 57. Networking Innovation Management 58. Organisational Design 59. Organizational Analysis	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					60. Organizational Strategy 61. Performance Management 62. PMLA , AML/CFT norms 63. Policy Development & Implementation 64. Preservation period 65. Preventing encroachments 66. Preventive, participative and punitive vigilance 67. Product Management 68. Product Marketing & Branding 69. Productivity & Innovation Strategy (PSI) 70. Programme Implementation & Management 71. Project After Action Review (AAR) 72. Project Feasibility Assessment 73. Project Management 74. Property and Infrastructural Planning 75. Public Grievances 76. Recruitment Rules 77. Regulatory and Legal Advisory 78. Reservation policy 79. Roster Maintenance 80. RTI Act 81. Rules and regulations towards differently abled (Divyang) 82. Scenario planning & analysis 83. Security Arrangement 84. Service Level	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					Management 85. Staff Monitoring 86. Stakeholder Engagement and Management 87. Standard Operating Procedures 88. Succession Planning 89. Technology & Systems Application 90. Technology Infrastructure Management & Integration 91. Technology Road Mapping 92. Transfer policy, Rule 37 & 38 transfer rules 93. Vigilance Guidelines 94. Welfare policies	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		APMG Court (Legal)	1. Liaison Officer 2. Monitoring / Supervision 3. Official Language	1. Ability to work under Pressure 2. Accountability 3. Attention to Detail 4. Commitment 5. Communication 6. Consensus Building 7. Coordination 8. Ethics 9. Integrity 10. Inter Personal Skills 11. Negotiation 12. Result Orientation 13. Self Confidence	1. CP Act 2. Crisis Management 3. Delegation 4. Effective Reporting 5. Employee Relationship Management 6. Human Resource Practices Implementation 7. Labour Laws/ Codes 8. Labour Relations Management 9. Media Management 10. Monitoring & Surveillance 11. Networking 12. Partnership Management 13. Planning 14. Policy Implementation 15. Regulatory Compliance 16. Report Making 17. Stakeholder Engagement & Management 18. Time Management	1. Court procedure 2. Departmental Rulings/Instructions 3. Legal Drafting & Writing 4. LIMBS Portal 5. Postal Manuals/Volumes 6. SLP Filing & Monitoring Procedures

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		APMG (Material Management)	1. Material Management/Technology & Hardware Management 2. Official Language	1. Accountability 2. Commitment 3. Coordination 4. Fiscal prudence 5. Initiative & Drive 6. Integrity 7. Strategic Thinking 8. Transparency	1. Asset Management 2. Central Public Procurement Portal 3. Condemnation Rules 4. Demand and Supply Analysis 5. Financial Management 6. GeM 7. GFR 8. Process Improvement and Optimization 9. Planning 10. Policy Implementation & Revision 11. Record Management 12. Regulatory Compliance	1. Official Language Policy 2. Preservation period of DOP records
		APMG (PG)	1. Customer Relations Management 2. Official Language	1. Accountability 2. Commitment 3. Consultation & Consensus Building 4. Empathy 5. Information Seeking 6. People First 7. Problem Solving	1. Citizen's Charter 2. CP Act 3. Customer Relationship Management Operations 4. Institutional Governance 5. Legal response to CDRF cases 6. Monitoring 7. Public Grievances 8. Regulatory and Legal Advisory 9. RTI Act 10. Stakeholder Engagemnet & Management	1. Official Language Policy 2. Legal Response to CDRF Cases

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		APMG (Mails & Parcel)	<ol style="list-style-type: none"> 1. Mail & Logistics Management 2. Official Language 	<ol style="list-style-type: none"> 1. Attention to Detail 2. Commitment 3. Coordination 4. Decision Making 5. Integrity 6. Problem Solving 7. Result Orientation 8. Team work 	<ol style="list-style-type: none"> 1. Business Operational Planning 2. Data Collection & Preparation 3. Process Improvement and Optimization 4. Performance Management 5. Research and Information Synthesis 6. Stakeholder Engagement & Management 7. Standard operating procedure 8. Technology Infrastructure Management & Integration 9. Learning Research Data Analysis 	<ol style="list-style-type: none"> 1. CEP market (Courier, Express, & Parcel) 2. DAK Niryat Kendra Procedure 3. Forecast & prediction of seasonal mails 4. Geographical & Topographical area 5. MNOP/PNOP/NDC/RTN 6. Monitoring through PMA Dashboard 7. Official Language Policy 8. Parcel & Mails products 9. PMA Postman Mobile Application 10. RMS operations
		APMG (Business Developement)	<ol style="list-style-type: none"> 1. Business development and marketing 2. Monitoring 3. Review of business 4. Official Language 	<ol style="list-style-type: none"> 1. Leadership 2. Soft spoken 3. Innovative 4. Positive approach 5. Persuasion skills 6. Integrity 	<ol style="list-style-type: none"> 1. Strategic Planning & Marketing 2. Business development & strategy management 3. Comparative analysis 4. Contract management 5. Data Collection & Preparation 6. Event Management 7. Fund Management 8. Performance Management 9. Products & sales management 10. Stakeholder Engagement & Management 	<ol style="list-style-type: none"> 1. Business products, DOP 2. Departmental dashboard 3. Official Language Policy

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		APMG (Technology)	1. Technology & Hardware Management 2. Official Language	1. Decision making 2. Attention to Detail 3. Coordination 4. Problem Solving 5. Result Orientation	1. AMC (Annual Maintenance Contract) 2. Data Collection & Preparation 3. Infrastructure Planning & Strategy 4. IT Governance 5. Technology Infrastructure Management and Integration	1. Departmental Applications 2. IT Modernization 3. Official Language Policy
		APMG Recruitment	1. Human Resource Management 2. Official Language	1. Integrity 2. Coordination	1. Job Analysis and Evaluation 2. Manpower Optimisation 3. Recruitment Channel Management 4. Recruitment Rules 5. Scenario planning & analysis 6. Scrutiny of documents 7. Standard Operating Procedure	1. Departmental Examination 2. Official Language Policy 3. Strategic workforce planning 4. Talent Capability Assessment

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		APMG (Staff & Welfare)	1. Human Resource Management 2. Official Language	1. Attention to Detail 2. Empathy 3. Integrity 4. Organisational Awareness 5. Coordination 6. Problem Solving 7. Information Seeking 8. Accountability 9. Team Work	1. Career Framework Design 2. Data Collection & Preparation 3. Departmental Promotion Committee 4. Employee Relationship Management 5. FR/SR rules 6. Human Resource Strategy Formulation 7. Job Analysis and Evaluation 8. Labour Relations Management 9. Leadership Development 10. Leave Management 11. Manpower Optimisation 12. Process Improvement & Optimisation 13. Reservation Policy 14. Roster Maintenance 15. Scenario planning & analysis 16. Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013 17. Staff Monitoring 18. Stakeholder Engagement & Management 19. Succession Planning 20. Transfer policy 21. Welfare policies 22. Workplace Performance Diagnosis	1. Establishment norms 2. Official Language Policy 3. Organisational Design 4. Procedural knowledge of APAR 5. Sensitive and non sensitive posts 6. Talent Capability Assessment

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		APMG (SB & FS)	1. Financial Services Management 2. Official Language	1. Leadership 2. Team work 3. Commitment 4. Ethics	1. Citizen's Charter 2. Comparative analysis 3. Conflict Management 4. Data Collection & Preparation 5. PMLA CFT Norms 6. Product Marketing & Branding 7. Stakeholder Engagement & Management	1. Financial products by India post 2. IPPB Products & Service 3. Official Language Policy

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		APMG Establishment	1. Establishment Review 2. Office Rationalization 3. Opening, closing , relocation and redeployment of the offices 4. Budget Management 5. Official Language	1. Accountability 2. Commitment 3. Communication 4. Consultation & Consensus Building 5. Coordination 6. Decision Making 7. Delegation 8. Efficiency & effectiveness 9. Ethics 10. Information Seeking 11. Initiative and Drive 12. Innovative Thinking 13. Integrity 14. Persuasion Skill 15. Result Orientation 16. Strategic Thinking 17. Team Work	1. Applied Statistics 2. Budgeting & Accounting 3. Business Planning 4. Calculation of income cost sheet 5. Change Management 6. Data collection & analysis 7. Data Management 8. Financial Planning 9. GFR 10. Human Resource Management 11. Knowledge Management 12. Monitoring & Surveillance 13. Networking 14. Organisational Design 15. Partnership Management 16. Performance Management 17. Product/Service Quality Assurance 18. Productivity & Innovation Strategy 19. Project Administration 20. Project Quality Management 21. Project Resource Planning 22. Project Scheduling 23. Scenario planning and analysis 24. Staff Management 25. Stakeholder Engagement & Management 26. Standard Operating Procedures 27. Strategy Planning 28. Talent Capability Assessment	1. Establishment norms 2. Official Language Policy 3. Relocation and Redeployment office norms 4. TRCA Revision Norms

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		APMG (Estates and Buildings)	1. Buildings and Estates Maintenance 2. Rent fixation and revision 3. Swachchhta Maintenance 4. Quarter maintenance and Allocations 5. Repair & maintenance of Departmental Buildings 6. Postal Colonies 7. Departmental Buildings / Rented Buildings 8. Official Language	1. Accountability 2. Communication Skills 3. Efficiency & effectiveness 4. Neutrality 5. Ethics 6. Commitment 7. Consultation & Consensus Building 8. Coordination 9. Decision Making 10. Delegation 11. Initiative & Drive 12. Innovative Thinking 13. Integrity 14. Negotiation 15. Objectivity 16. Persuasion Skill 17. Result Orientation 18. Strategic Thinking 19. Team work	1. FR & SR 2. Asset Management 3. Budgeting & Accounting 4. Disaster Risk Management 5. Environmental Planning 6. Fundamental Rules, Supplementary Rules 7. Gender Sensitivity 8. HRA Rule 9. Knowledge Management 10. Organizational Design 11. Policy Implementation & Revision 12. Process Improvement & Optimization 13. Scenario planning & analysis 14. Stakeholder Engagement & Management 15. Standard Operating Procedures 16. Strategic Workforce Planning	1. FRAC proceedings, market rate 2. Latest rulings/orders on buildings and estates 3. Official Language Policy 4. Rules and regulations in Postal manual Vol-II

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		APMG (Vigilance)	1. Regulatory Compliance 2. Official Language	1. Problem Solving 2. Accountability 3. Commitment 4. Empathy 5. Ethics 6. Integrity 7. Neutrality	1. AML-CFT norms 2. CCSS (CCA)/Conduct Rules 3. PMLA 4. Prevention of corruption Act 5. Preventive, participative and punitive vigilance 6. Process of investigation and inquiry 7. PIDPI Act (Public Interest Disclosure and Protection of Informers)	1. Central Vigilance Commission Guidelines 2. Disciplinary procedure 3. Framing of chargesheet 4. Official Language Policy 5. SOP on FRMU alerts
		APMG (Investigation)	1. Regulatory Compliance 2. Official Language	1. Commitment 2. Accountability 3. Empathy 4. Integrity 5. Neutrality 6. Problem Solving	1. Process of investigation and inquiry 2. CLI/DLI 3. PIDPI Act (Public Interest Disclosure and Protection of Informers) 4. Prevention of corruption Act 5. Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013	1. CVC guidelines 2. Departmental Guidelines 3. Disciplinary procedure 4. Official Language Policy

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		DDM (PLI- Postal Life Insurance) CO	1. Monitoring and Planning 2. Functionality 3. Sales force 4. Utilization of funds 5. Service delivery 6. Official Language	1. Attention to Detail 2. Accountability 3. Commitment 4. Communication 5. Conceptual thinking 6. Consultation & Consensus Building 7. Coordination 8. Decision Making 9. Delegation 10. Empathy 11. Ethics 12. Initiative and Drive 13. Innovative Thinking 14. Integrity 15. Leadership 16. People First 17. Result Orientation 18. Self Confidence 19. Strategic Thinking 20. Team work	1. GFR 2. Audit & Compliance 3. Budgeting & Accounting 4. Business Planning 5. Central Pay Commission 6. Citizen charter 7. Conduct & Behaviour Management 8. Customer Relationship Management Operations 9. Data collection and analysis 10. Data Management 11. Data Strategy 12. Event Management 13. Financial Planning 14. Human Resource Management 15. Information Seeking 16. Legal Drafting and Writing 17. Monitoring & Surveillance 18. Networking 19. Partnership Management 20. Performance Management 21. Product/Service Quality Assurance 22. Project Administration 23. Project Quality Management 24. Project Resource Planning 25. Project Scheduling 26. Stakeholder Engagement and Management 27. Standard Operating Procedures 28. Strategic Service Excellence 29. Strategy Planning 30. Talent Capability Assessment	1. Extended clientele 2. Learning and Development Programme Management 3. Learning Strategy Development 4. Official Language Policy 5. Organisational Strategizing 6. PLI Rules/ SANKALAN 7. Talent Management 8. Technology and Systems Application 9. Total Rewards Philosophy Development

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Deputy Director (RAKNPA/PTC/RTC)	1. Human Resource Management 2. Training Management 3. Disciplinary , Vigilance & RTI 4. Establishment 5. Estate Management 6. Financial Management 7. Redressal of Public grievances and RTI 8. Procurement 9. Inspection 10. Official Language	1. Accountability 2. Commitment 3. Communication 4. Coordination 5. Fiscal prudence 6. Gender Equality 7. Innovative Thinking 8. Integrity 9. Leadership 10. Neutrality 11. Organisational Awareness 12. People First 13. People Management 14. Problem Solving 15. Result Orientation 16. Strategic Thinking 17. Team Work 18. Transparency	1. RTI Act 2. CCS (Conduct) Rules 3. CCS(CCA) Rules 4. Citizen's Charter 5. Condemnation rules 6. CPP Portal 7. CVC guidelines 8. Data Collection & Preparation 9. Demand forecasting 10. Ensuring timely submission of various returns 11. Functionality of GeM Portal 12. GeM 13. GFR 14. IR Paras 15. Manpower Planning 16. Performance Management 17. Preventing encroachments 18. Preventive, participative and punitive vigilance 19. Process of Investigation and inquiry 20. Public Grievances 21. Record Management 22. Recruitment Rules 23. Regulatory and Legal Advisory 24. Reservation policy 25. Rules and regulations towards differently abled (Divyang) 26. Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013 27. Staff Welfare 28. Stakeholder Enagement &	1. Departmental Rulings 2. Establishment norms 3. Laws, rulings and orders on buildings/ estates 4. Official Language Policy 5. Procedural Knowledge of APAR 6. Standard Inspection Questionnaires 7. STPs 8. Training Policy (DoPt& DOP) 9. Preparation of Program Schedule/Training Material

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					Management 29. Supervision 30. Talent Capability Assessment 31. Transfer policy	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Deputy Director	1. Fraud Risk Management 2. RTI Appeal Management 3. Official Language	1. Adherence to timelines 2. Empathy 3. Impartiality 4. Information Seeking 5. Integrity 6. Objectivity 7. Transparency	1. Gap Analysis 2. Investigation 3. Modus operandi 4. Records Management 5. Research & Analytical skills 6. RTI Act 7. Scenario planning & analysis	1. Departmental Rules and Procedures 2. General Laws & its principles 3. Official Language Policy 4. Processes in Technology

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Sr Superintendent of Post Offices (Division PO)	1. Human Resource Management 2. Estates Management 3. Material Management/Technology & Hardware Management 4. Mail & Logistics Management 5. Financial Services Management 6. Customer Relations Management 7. Supervision 8. Ensuring Discipline 9. Regulatory Compliance 10. Cash Management 11. Various retail services 12. IPPB 13. Philatelic Management 14. Official Language	1. Accountability 2. Attention to Detail 3. Commitment 4. Communication 5. Consultation & Consensus Building 6. Decision making 7. Empathy 8. Ethics 9. Fiscal prudence 10. Information Seeking 11. Initiative and Drive 12. Integrity 13. Leadership 14. Negotiation 15. Neutrality 16. Objectivity 17. Organisational Awareness 18. People First 19. Planning & Coordination 20. Problem Solving 21. Result Orientation 22. Strategic Thinking 23. Team Work 24. Transparency	1. Business Operational Planning 2. CCS (Conduct) Rules 3. CCS (CCA) Rules 4. Citizen's Charter 5. Comparative analysis of products 6. Condemnation Rules 7. Conduct & Behaviour Management 8. Conflict Management 9. Contract Development and Management 10. CP Act 11. CPP portal 12. Customer Relationship Management Operations 13. Data Collection 14. Demand and Supply Analysis 15. Disaster Risk Management (DRM) 16. Employee Relationship Management 17. Environmental Legislation 18. Event management 19. FR/SR rules 20. GeM 21. Gender Sensitivity 22. GFR 23. Health and Wellness Programme Management 24. Human Resource Management 25. Infrastructure strategy 26. Innovation Management 27. Institutional Governance 28. IT Governance 29. Job Analysis & Evaluation 30. Knowledge Management	1. Banking arrangements 2. Career Framework Design 3. CEP market 4. Constitution of Condemnation Committee 5. CSC services 6. DAK Niryat Kendra Procedure 7. Department Standard Questionnaires for inspection 8. Departmental Applications 9. DPC Departmental Promotion Committee 10. Establishment norms 11. Fair Rent Assessment Committee (FRAC) 12. Financial products by India Post 13. Forecast and prediction of seasonal mails 14. Geographical and Topographical area 15. IPPB Products & Service 16. Laws, rulings and orders on buildings/ estates 17. Legal response to CDRF cases 18. MNOP/PNOP/NDC/RTN 19. Monitoring of FRMU alerts 20. Official Language Policy 21. Parcel & other Mails products 22. Philately Products 23. PMA Postman Mobile Application 24. Preservation policy 25. Procedural knowledge of APAR 26. RMS operations 27. Sensitive and non sensitive posts 28. SOP on FRMU alerts 29. SOP related to AE&AU Centres, CSCs & PSKs 30. Special cover, First day cover, My stamp

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					31. Labour Relations Management 32. Leadership Development 33. Learning Research Data Analysis 34. Leave Management 35. Manpower Optimisation 36. Marketing 37. Media Management 38. Organisational Culture Development 39. Organisational Design 40. Performance Management 41. PMLA , AML/CFT norms 42. Policy Implementation 43. Process Improvement & Optimisation 44. Product Marketing & Branding 45. Property and Infrastructural Planning 46. Public grievances 47. Recruitment Channel Management 48. Recruitment Rules 49. Regulatory and Legal Advisory 50. Research & Information Synthesis 51. Reservation policy 52. RTI Act 53. Rules and regulations towards differently abled (Divyang) 54. Scenario planning & analysis 55. Sexual Harassment of Women at Workplace (Prevention, Prohibition And	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					Redressal) Act, 2013 56. Stakeholder Engagement & Management 57. Standard Operating Procedure 58. Strategic workforce planning 59. Succession Planning 60. Sustainable Energy Infrastructure Design 61. Talent Capability Assessment 62. Technology Infrastructure Management & Integration 63. Transfer policy 64. Vigilance Manual 65. Welfare policies	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Sr Superintendent Rail Mail (Division RMS)	1. Human Resource Management 2. Estates Management 3. Material Management/Technology & Hardware Management 4. Mail & Logistics Management 5. Financial Services Management 6. Customer Relations Management 7. Supervision 8. Ensuring Discipline 9. Regulatory Compliance 10. Cash Management 11. Various retail services 12. IPPB 13. Philatelic Management 14. Official Language	1. Accountability 2. Attention to Detail 3. Commitment 4. Communication 5. Consultation & Consensus Building 6. Decision making 7. Empathy 8. Ethics 9. Fiscal prudence 10. Information Seeking 11. Initiative and Drive 12. Integrity 13. Leadership 14. Negotiation 15. Neutrality 16. Objectivity 17. Organisational Awareness 18. People First 19. Planning & Coordination 20. Problem Solving 21. Result Orientation 22. Strategic Thinking 23. Team Work 24. Transparency	1. Business Operational Planning 2. CCS (Conduct) Rules 3. CCS (CCA) Rules 4. Citizen's Charter 5. Comparative analysis of products 6. Condemnation Rules 7. Conduct & Behaviour Management 8. Conflict Management 9. Contract Development and Management 10. CP Act 11. CPP portal 12. Customer Relationship Management Operations 13. Data Collection 14. Demand and Supply Analysis 15. Disaster Risk Management (DRM) 16. Employee Relationship Management 17. Environmental Legislation 18. Event management 19. FR/SR rules 20. GeM 21. Gender Sensitivity 22. GFR 23. Health and Wellness Programme Management 24. Human Resource Management 25. Infrastructure strategy 26. Innovation Management 27. Institutional Governance 28. IT Governance 29. Job Analysis & Evaluation 30. Knowledge Management	1. Banking arrangements 2. Career Framework Design 3. CEP market 4. Constitution of Condemnation Committee 5. CSC services 6. DAK Niryat Kendra Procedure 7. Department Standard Questionnaires for inspection 8. Departmental Applications 9. DPC Departmental Promotion Committee 10. Establishment norms 11. Fair Rent Assessment Committee (FRAC) 12. Financial products by India Post 13. Forecast and prediction of seasonal mails 14. Geographical and Topographical area 15. IPPB Products & Service 16. Laws, rulings and orders on buildings/ estates 17. Legal response to CDRF cases 18. MNOP/PNOP/NDC/RTN 19. Monitoring of FRMU alerts 20. Official Language Policy 21. Parcel & other Mails products 22. Philately Products 23. PMA Postman Mobile Application 24. Preservation policy 25. Procedural knowledge of APAR 26. RMS operations 27. Sensitive and non sensitive posts 28. SOP on FRMU alerts 29. SOP related to AE&AU Centres, CSCs & PSKs 30. Special cover, First day cover, My stamp

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					31. Labour Relations Management 32. Leadership Development 33. Learning Research Data Analysis 34. Leave Management 35. Manpower Optimisation 36. Marketing 37. Media Management 38. Organisational Culture Development 39. Organisational Design 40. Performance Management 41. PMLA , AML/CFT norms 42. Policy Implementation 43. Process Improvement & Optimisation 44. Product Marketing & Branding 45. Property and Infrastructural Planning 46. Public grievances 47. Recruitment Channel Management 48. Recruitment Rules 49. Regulatory and Legal Advisory 50. Research & Information Synthesis 51. Reservation policy 52. RTI Act 53. Rules and regulations towards differently abled (Divyang) 54. Scenario planning & analysis 55. Sexual Harassment of Women at Workplace (Prevention, Prohibition And	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					Redressal) Act, 2013 56. Stakeholder Engagement & Management 57. Standard Operating Procedure 58. Strategic workforce planning 59. Succession Planning 60. Sustainable Energy Infrastructure Design 61. Talent Capability Assessment 62. Technology Infrastructure Management & Integration 63. Transfer policy 64. Vigilance Manual 65. Welfare policies	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Chief Postmaster - GPO	1. Human Resource Management 2. Estates Management 3. Material Management/Technology & Hardware Management 4. Mail & Logistics Management 5. Financial Services Management 6. Customer Relations Management 7. Supervision over other offices 8. Ensuring Discipline 9. Regulatory Compliance 10. Inventory Management 11. IPPB ,AE&UC & CSC Coordination 12. Official Language	1. Accountability 2. Attention to Detail 3. Commitment 4. Communication 5. Consultation & Consensus Building 6. Decision making 7. Empathy 8. Ethics 9. Fiscal prudence 10. Impartiality 11. Information Seeking 12. Initiative and Drive 13. Integrity 14. Leadership 15. Negotiation 16. Neutrality 17. Objectivity 18. Organisational Awareness 19. People First 20. Planning and Coordination 21. Problem Solving 22. Result Orientation 23. Strategic Thinking 24. Team Work 25. Transparency	1. AMC Annual Maintenance Contract 2. AML-CFT norms 3. Banking arrangements 4. Budgeting & Accounting 5. Business Needs Analysis 6. Business Negotiation 7. Business Operational Planning 8. CCS (Conduct) Rules 9. CCS(CCA) Rules 10. Citizen's Charter 11. Comparative analysis 12. Condemnation Rules 13. Conduct and Behaviour Management 14. Conducting of Inquiry 15. Conflict Management 16. Contract Development and Management 17. CP Act 18. CPP Portal 19. Customer Relationship Management Operations 20. Data Management 21. Demand and Supply Analysis 22. Digital Marketing and Communication 23. Environmental Legislation 24. Financial Management 25. GeM 26. GFR 27. Health and Wellness Programme Management 28. Human Resource Strategy Formulation 29. Infrastructure strategy 30. Institutional Governance 31. Inventory Management	1. Career Framework Design 2. Cash conveyance arrangement 3. CEP market 4. Communication Power System Maintenance 5. CSC services 6. DAK Niryat Kendra Procedure 7. Disaster Risk Management (DRM) 8. Drainage, Plumbing and Sanitary Systems Maintenance 9. Establishment norms 10. Fair Rent Assessment Committee (FRAC) 11. Financial products by India Post 12. Forecast and prediction of seasonal mails 13. Functioning of SO (Sub Office) and BO (Branch Office) 14. GDS Engagement Rules 15. Geographical and Topographical area 16. IPPB Products 17. Laws, rulings and orders on buildings/ estates 18. Legal response to CDRF cases 19. MNOP/PNOP/NDC/RTN 20. Monitoring PMA Dashboard 21. Official Language Policy 22. Parcel & other Mails products 23. PMA Postman Mobile Application 24. Procedural knowledge of APAR 25. SOP on FRMU alerts 26. SOP related to AE&AU Centres, CSCs & PSKs 27. Stamps, IPOs in stock

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					32. IT governance 33. Job Analysis and Evaluation 34. Knowledge Management 35. Leadership Development 36. Learning Research Data Analysis 37. Manpower engagement procedure 38. Manpower Optimisation 39. Market survey 40. Monitoring 41. Organisational Culture Development 42. Organisational Design 43. Performance Management 44. PMLA , AML/CFT norms 45. Preservation period of records 46. Preventing encroachments 47. Process Improvement and Optimisation 48. Product Marketing and Branding 49. Property and Infrastructural Planning 50. Public grievances 51. Record Management 52. Recruitment Channel Management 53. Recruitment Rules 54. Regulatory and Legal Advisory 55. Regulatory Compliance 56. Research and Information Synthesis 57. RMS operations 58. RTI Act	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					59. Rules and regulations towards differently abled (Divyang) 60. Scenario planning and analysis 61. Scrutiny of documents for GDS candidates 62. Security arrangement 63. Sensitivity towards differently abled 64. Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013 65. Stakeholder Engagement and Management 66. Stamp conveyance to other offices 67. Standard Operating Procedures 68. Strategic workforce planning 69. Succession Planning 70. Sustainable Energy Infrastructure Design 71. Talent Capability Assessment 72. Technology Infrastructure Management and Integration	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Deputy Director - GPO	1. Human Resource Management 2. Estates Management 3. Material Management/Technology & Hardware Management 4. Mail & Logistics Management 5. Financial Services Management 6. Customer Relations Management 7. Supervision over other offices 8. Ensuring Discipline 9. Regulatory Compliance 10. Inventory Management 11. IPPB ,AE&UC & CSC Coordination 12. Official Language	1. Accountability 2. Attention to Detail 3. Commitment 4. Communication 5. Consultation & Consensus Building 6. Decision making 7. Empathy 8. Ethics 9. Fiscal prudence 10. Impartiality 11. Information Seeking 12. Initiative and Drive 13. Integrity 14. Leadership 15. Negotiation 16. Neutrality 17. Objectivity 18. Organisational Awareness 19. People First 20. Planning and Coordination 21. Problem Solving 22. Result Orientation 23. Strategic Thinking 24. Team Work 25. Transparency	1. AMC Annual Maintenance Contract 2. AML-CFT norms 3. Banking arrangements 4. Budgeting & Accounting 5. Business Needs Analysis 6. Business Negotiation 7. Business Operational Planning 8. CCS (Conduct) Rules 9. CCS(CCA) Rules 10. Citizen's Charter 11. Comparative analysis 12. Condemnation Rules 13. Conduct and Behaviour Management 14. Conducting of Inquiry 15. Conflict Management 16. Contract Development and Management 17. CP Act 18. CPP Portal 19. Customer Relationship Management Operations 20. Data Management 21. Demand and Supply Analysis 22. Digital Marketing and Communication 23. Environmental Legislation 24. Financial Management 25. GeM 26. GFR 27. Health and Wellness Programme Management 28. Human Resource Strategy Formulation 29. Infrastructure strategy 30. Institutional Governance 31. Inventory Management	1. Career Framework Design 2. Cash conveyance arrangement 3. CEP market 4. Communication Power System Maintenance 5. CSC services 6. DAK Niryat Kendra Procedure 7. Disaster Risk Management (DRM) 8. Drainage, Plumbing and Sanitary Systems Maintenance 9. Establishment norms 10. Fair Rent Assessment Committee (FRAC) 11. Financial products by India Post 12. Forecast and prediction of seasonal mails 13. Functioning of SO (Sub Office) and BO (Branch Office) 14. GDS Engagement Rules 15. Geographical and Topographical area 16. IPPB Products 17. Laws, rulings and orders on buildings/ estates 18. Legal response to CDRF cases 19. MNOP/PNOP/NDC/RTN 20. Monitoring PMA Dashboard 21. Official Language Policy 22. Parcel & other Mails products 23. PMA Postman Mobile Application 24. Procedural knowledge of APAR 25. SOP on FRMU alerts 26. SOP related to AE&AU Centres, CSCs & PSKs 27. Stamps, IPOs in stock

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					32. IT governance 33. Job Analysis and Evaluation 34. Knowledge Management 35. Leadership Development 36. Learning Research Data Analysis 37. Manpower engagement procedure 38. Manpower Optimisation 39. Market survey 40. Monitoring 41. Organisational Culture Development 42. Organisational Design 43. Performance Management 44. PMLA , AML/CFT norms 45. Preservation period of records 46. Preventing encroachments 47. Process Improvement and Optimisation 48. Product Marketing and Branding 49. Property and Infrastructural Planning 50. Public grievances 51. Record Management 52. Recruitment Channel Management 53. Recruitment Rules 54. Regulatory and Legal Advisory 55. Regulatory Compliance 56. Research and Information Synthesis 57. RMS operations 58. RTI Act	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					59. Rules and regulations towards differently abled (Divyang) 60. Scenario planning and analysis 61. Scrutiny of documents for GDS candidates 62. Security arrangement 63. Sensitivity towards differently abled 64. Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013 65. Stakeholder Engagement and Management 66. Stamp conveyance to other offices 67. Standard Operating Procedures 68. Strategic workforce planning 69. Succession Planning 70. Sustainable Energy Infrastructure Design 71. Talent Capability Assessment 72. Technology Infrastructure Management and Integration	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
14	Postal Assistant CO/RO	OA (MM)	1. Procurement of Goods and Services 2. Stock Monitoring 3. Maintaining Asset Register and other registers 4. Record Management 8. Handling e-Office procedure	1. Integrity 2. Accountability 3. Professional Behaviour	GeM Compendium of Preservation of Records GFR Rules Procurement of Goods, Services and Inventory SAP Inventory Management and Asset Accounting (F&A) e-Office	PM Vol. II Ch. VI (Stock)
		OA (Staff)	1. Processing the cases of Transfer and Posting 2. Conducting DPC Meetings 3. Conducting DSC Meetings (MACP) 4. Conducting Departmental Confirmation Committee (DCC) Meetings 5. Processing of Leave application 6. Handling Staff Grievances (Dept. and GDS) 7. Maintaining Gradation List 8. Training of staffs 9. Maintaining Reminder Diary and Assistant's Diary 10. Submission of prescribed statements 11. Handling e-Office procedure 12. Maintaining all registers/ records concerned to the branch	1. Integrity, 2. Accountability 3. Promptness	Leave Management Transfer Promotion MACP DPC CCS (Leave) Rules SAP HRMS e-office	PM Vol. IV National Training Policy, 2012

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		OA (Recruitment)	1. Preparation/ approval of ADR (Annual Direct Recruitment Plan) 2. Disposing off GDS transfer request cases 3. Preparation / Maintenance of Reservation and Roster 4. Register and all other registers and records 5. Recruitment of Staffs through different modes 6. Processing GDS Engagement through online portal. 7. Processing pre-appointment formalities 8. Liaoning with hired outsourced agency for recruitment process, 9. Conducting meetings of CRC/ CCE 10. Maintaining Reminder Diary and Assistant's Diary 11. Submission of prescribed statements 12. Handling e-Office procedure	1. Transparency 2. Integrity 3. Accountability 4. Diligence	Recruitment Rules Reservation & Roster Policies SAP HRMS e-office	ADR GDS Transfer Rules GDS C&E Rule, 2020 Rule 3-A and 3-B (related to engagement)

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		OA (Vigilance)	1. Monitoring Disciplinary Cases (Dept. and GDS), 2. Initiating Disciplinary Cases (Dept.) 3. Constituting Suspension Review Committee. 4. Dealing with appeal, review and revision petition (Dept. and GDS). 5. Dealing with vigilance /CVC /other cases. 6. Constituting Vigilance Squad and taking action on Preventive Vigilance Visit Report. 7. Dealing with Vigilance Clearance Report. 8. Submission of prescribed statements 9. Maintaining Reminder Diary and Assistant's Diary 10. Maintaining Punishment Register and all other registers/ records concerned to the branch 11. Handling e-Office procedure	1. Integrity 2. Promptness 3. Attention to detail	Handling and monitoring Disciplinary Matters CCS (CCA) Rules CCS (Conduct) Rules SAP HRMS e-Office	Postal Manual Volume III GDS C&E Rule

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		OA (PG)	1. Dealing with complaint/ grievances received through various modes 2. Monitoring 3. Disposal of complaint 4. Dealing with VIP Cases 5. Submission of prescribed statements 6. Maintaining Reminder Diary and Assistant's Diary 7. Handling e-Office Procedure 8. Maintaining all registers/ records concerned to the branch	1. Communication 2. People first	Public Grievances SAP HRMS Citizen Charter	SAP-CRM PG Portal

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		OA (Establishment)	1. Opening of new PO/MO/Franchise Outlet/ Sub Division/ Division including LWE area. 2. Dealing with retention/ closure and diversion of Departmental / Branch Post Offices and Mail Offices. 3. Dealing with Abolition, creation and redeployment of post (Dept./GDS), 4. Dealing with up gradation and down gradation of Posts / Offices, 5. Periodical Establishment Review of offices 6. Maintaining/updating permanent and temporary Establishment Register and all other registers and records, 7. Preparation of establishment review program 8. Dealing with VIP Cases related to Establishment and Planning 9. Supply of BO Infrastructure 10. Collection of traffic figure from Yearly Village Return. 11. Submission of prescribed statements 12. Maintaining Reminder Diary and Assistant's Diary 13. Handling e-Office Procedure	1. Attention to detail 2. Self-Motivation 3. Organizational Awareness	SAP HRMS e-Office	Establishment norms PM Vol. IV

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		OA (Philately)	1. Monitoring and organizing Philatelic Exhibitions 2. Monitoring and issuance of First Day Cover/ Special Cover and other Philatelic Products. 3. Monitoring and organizing DeenDayal SPARSH Yojana and DhaiAkhar Letter Writing Campaign. 4. Dealing with the work of Philatelic Bureaux, Counter. 5. Monitoring of target achievement and expenditure of funds. 6. Submission of prescribed statements 7. Maintaining Reminder Diary and Assistant's Diary 8. Handling e-Office Procedure 9. Maintaining all registers and records concerned to the branch 10. Submission of prescribed statements 11. Maintaining Reminder Diary and Assistant's Diary	1. Organizational Awareness, 2. Conceptual Thinking 3. Communication	SAP HRMS e-Office	Philately Products Deen Dayal SPARSH Yojana Dhai Akhar

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		OA (FS)	1. Allocating and monitoring target of Financial Services to subordinate offices 2. Dealing with AML/CFT norms/ alerts. 3. Handling e-Office Procedure 4. Maintaining all registers and records concerned to the branch 5. Dealing with FRMU alert. 6. Submission of prescribed statements 7. Maintaining Reminder Diary and Assistant's Diary	1. Attention to detail 2. Organizational Awareness 3. Innovative Thinking	2. Finnacle 3. PMLA 4. Citizen Charter 5. MIS Portal 6. e- Office 7. Compendium of Preservation of Records	Manual of Office Procedure-2022 POSB (CBS) Manual
		Office Assistant (Account)	1. Processing for preparation of BE/RE Budget 2. Allotting the budget received among regions/divisions 3. Monitoring the expenditure of fund, 4. Sanction of Medical/ TA Bills and other personal claims of staffs. 5. Maintaining Service Books 6. Dealing with the files related to purchase of goods or services and to provide advice on them 7. Handling e-Office Procedure 8. Maintaining all registers and records concerned to the branch 9. Handling Cash/ Indenting Cash from Cash Office 10. Submission of prescribed statements 11. Maintaining Reminder Diary and Assistant's Diary	1. Vigilance 2. Attention to detail 3. Commitment to organization 4. Integrity	HB 1 &2 GeM Service and Inventory Management GFR 2017 FR & SR TA Rules CCS Leave Rules LTC Rules CEA Rules CGHS CSMA Rules e-Office Compendium of Preservation of Records	Manual of Office Procedure-2022 CSI SAP (F&A)

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant (PLI/RPLI)	1. Allocating the PLI/RPLI target among RO/DO 2. Allotting the Funds i.c.w. PLI/ RPLI 3. Monitoring of PLI/RPLI Target achievement, 4. Monitoring the promotional aspects of PLI/RPLI, 5. Monitoring the payment of incentive, 6. Settling Early Death Claim 7. Handling e-Office Procedure 8. Maintaining all registers and records concerned to the branch 9. Submission of prescribed statements 10. Maintaining Reminder Diary and Assistant's Diary	1. People first approach 2. Professional behaviour 3. Team work 4. Innovative thinking	Handling matters related to PLI/RPLI e-Office	POLI Rules McCamish
		Office Assistant (IR/VR)	1. Issuing and monitoring Inspection Program, 2. Review of IR/ VR and its compliance. 3. Reviewing Fortnight Diary of Divisional Heads, 4. Preserving IRs of DPS/PMG, 5. Handling e-Office Procedure 6. Maintaining all registers and records concerned to the branch 7. Submission of prescribed statements 8. Maintaining Reminder Diary and Assistant's Diary	1. Coordination 2. Commitment to organization 3. Attention to detail	Annual Inspections and Visits Inspection/ Visit Questionnaire and guidelines issued in connection with Inspection/ Visits SAP HRMS e-Office	Postal Manual Volume VIII

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant (Technology)	1. Monitoring the implementation of IT Modernization Project 1.0 and 2.0, 2. Making liaison with the vendors, 3. Following up timely deployment of hardware and peripherals, 4. Monitoring the AMCs 5. Monitoring of new projects, 6. Enabling, disabling and transferring employees CSI ID 7. Handling e-Office Procedure 8. Maintaining all registers and records concerned to the branch 9. Submission of prescribed statements 10. Maintaining Reminder Diary and Assistant's Diary	1. Initiative and drive 2. Team work 3. Commitment to organization	Inventory Management Technology Management GEM Portal GFR 2017 SAP HRMS e-Office	SOP of IT Modernization Project 1.0 and 2.0

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant (Building)	1. Dealing with the maintenance of Departmental Building including Heritage Building and Rented Building. 2. Dealing with hiring and having lease deed of Private Building for departmental use. 3. Dealing with quarters allotment and maintenance. 4. Managing departmental vacant lands 5. Making liaison and inter-ministerial adjustment with Railway and Airport Authority for making rent payment. 6. Dealing with Swachh Bharat Mission Project 7. Making co-ordination with Civil, Electrical Wing, Local Body, State Administration, Forest Authorities etc smooth implementation of building projects. 8. Dealing with implementation of Renewable Energy Resources, water conservation. 9. Maintaining all registers and records concerned to the branch 10. Submission of prescribed statements 11. Maintaining Reminder Diary and Assistant's Diary 12. Handling e-Office procedure	1. Initiative and drive 2. Team work 3. Commitment to organization	CPWD Manual 2019 FR and SR Rules e-Office	PM Vol. II (Ch. X Building) General Pool Residential Accommodation Rule 2017 Guidelines issued on Swachhta Abhiyan

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant (Mail)	1. Monitoring the performance of PO/MO i.r.o. MNOP/PNOP. 2. Monitoring Postman Mobile Application (PMA) and Nanyatha (Clearing of Letter Box) 3. Processing with DM&SL/MSO/Sorting Memo etc. 4. Processing the tendering process of CMMS. 5. Monitoring the Bag Balance of UBO, DBO and CBO. 6. Dealing with issuance of license to post without 7. prepayment of postage (WPP) 8. Dealing with conduction of Live Mail Survey, Enumeration Return as prescribed. 9. Monitoring of disposal of festival / occasional mails. 10. Dealing the review of Statistical Memorandum (SM) of Mail Office. 11. Dealing with the outsourcing of men power through tendering process for MO. 12. Maintaining all registers and records concerned to the branch 13. Submission of prescribed statements 14. Maintaining Reminder Diary and Assistant's Diary 15. Handling e-Office procedure	1. Initiative and drive 2. Team work 3. Commitment to organization	e-Office BI Tools MIS Portal SAP HRMS	MNOP PNOP NDC RTN Geographical and topographical area served by MOs Postal Manual Volume VII Postal Manual Volume V Mail management IPVS/ DPMS

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant (Welfare)	a) Processing with the conduction All India Postal Sports / Cultural Meets, b) Processing with the selection of sports team/ cultural team to participate in the event. c) Processing with constitution of different committees for holding sports and cultural events. d) Processing with the creation of recreation club at different offices, providing the required aid etc. e) Processing the matters related to GDS welfare/ welfare board. f) Dealing with the outsourcing of men power through tendering process for MO. g) Maintaining all registers and records concerned to the branch h) Submission of prescribed statements i) Maintaining Reminder Diary and Assistant's Diary j) Handling e-Office procedure	1. Initiative and drive 2. Team work 3. Commitment to organization	CCS Rules e-Office	Staff welfare and Sports activities Cultural and Sports Board AICS Tournament Rules SOP of Recreation Club SOP of GDS Welfare

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant (OL)	1. Processing, monitoring and implementation of Official Language Act, 1963 2. Promoting the official language 3. Conducting workshops, quiz and other competitions for promotion of Rajbhasha. 4. Processing with translation into Hindi whenever required. 5. Submission of prescribed statements 6. Maintaining Reminder Diary and Assistant's Diary 7. Handling e-Office procedure	1. Communication 2. Commitment to organization 3. Initiative and drive	SAP HRMS e-Office	Overview of OL Act, 1963 Guidelines on implementation & promotion of Official Language Official Language Policy
		Office Assistant (RTI)	1. Processing of applications received under RTI Act, 2005 2. Processing of RTI appeal. 3. Dealing with the case of second appeal to CIC. 4. Submission of prescribed statements 5. Maintaining Reminder Diary and Assistant's Diary 6. Handling e-Office procedure	1. Accountability 2. Commitment to organization 3. Time management	RTI Act SAP HRMS e-Office	SOP of Online RTI Portal

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant (Legal)	1. Monitoring and processing of High Court/ CAT Cases, Consumer Forum Cases and implementation of order thereon. 2. Handling of Contempt Cases. 3. Updation Court Cases on LIMBS Portal 4. Liaisoning with Senior Standing Counsel (Govt. Advocate) 5. Submission of prescribed statements 6. Maintaining Reminder Diary and Assistant's Diary 7. Handling e-Office procedure	1. Communication 2. Commitment to Organization 3. Strategic Thinking	Handling and monitoring of legal matters e-Office	Judiciary System CAT CoPRA-2019 IPC CrPC Manual of Office Procedure-2022 LIMBS Portal
		Office Assistant (Investigation)	1. Monitoring and processing the investigation of Loss and Fraud Cases 2. Dealing with the review of DLI Report. 3. Dealing with CLI cases. 4. Settling Loss and Fraud Claims 5. Dealing with final closure of Loss and Fraud Cases. 6. Submission of prescribed statements 7. Maintaining Reminder Diary and Assistant's Diary 8. Handling e-Office procedure	1. Conceptual Thinking 2. Organizational Awareness 3. Integrity	e-Office Vigilance Handbook CCS (CCA) Rules 1965	Postal Manual Volume III Rules related to Products and Services Loss and fraud cases of the Circle

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant (BD)	1. Processing the allocation of business target to regions and divisions and monitoring its achievement. 2. Monitoring of Aadhaar, e-Post, COD, SP, Gangajal, Passport, Parcel, Business Post, CSC and other products and services. 3. Processing with the opening of Franchise Outlet. 4. Submission of prescribed statements 5. I) Maintaining Reminder Diary and Assistant's Diary 6. Handling e-Office procedure	1. Leadership 2. Commitment to Organization 3. Communication	SAP HRMS e-Office	Products and Services of DOP Marketing of Products and Services of DOP
		Office Assistant (Union)	1. Dealing with union matters 2. Organizing Union Meetings and issuing minutes. 3. Processing with compliance of Union Meeting Minutes 4. Processing with verification of union members and recognition of Union 5. Submission of prescribed statements 6. Maintaining Reminder Diary and Assistant's Diary. 7. Handling e-Office procedure	1. People first 2. Attention to detail 3. Empathy 4. Self Confidence	CCS (RSA) Rules e-Office	Service Association Matters

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Office Assistant (CR)	1. Receiving and diarising all types of DAK received. 2. Forwarding the received DAK to concerned branches. 3. Maintaining File Movement Register 4. Submission of prescribed statements 5. Maintaining Reminder Diary and Assistant's Diary 6. Handling e-Office procedure	1. Attention to detail 2. Organizational Awareness	e-Office SAP HRMS	Mail Management

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
15	Postal Service Group 'B' Cadre	AD (Legal Cell)	1. Liaison Officer 2. Monitoring / Supervision	1. Interpersonal Skills 2. Result Orientation 3. Integrity 4. Communication 5. Consensus Building 6. Self Confidence 7. Commitment 8. Organizational Awareness 9. Interpersonal Skills 10. Accountability 11. Attention to Detail	1. Networking 2. Employee Relationship Management 3. Delegation 4. Stakeholder Management 5. Planning and Coordination 6. Media Awareness 7. Crisis Management 8. Partnership Management 9. Networking 10. Time Management 11. Planning and Coordination 12. Ethics 13. Policy Implementation 14. Human Resource Practices Implementation 15. Regulatory Compliance 16. Data Ethics 17. Monitoring & Surveillance 18. Report Making 19. Task Prioritization 20. CP Act	1. Postal Manuals/Volumes 2. Labor Laws/ Codes 3. LIMBS Portal 4. Labor Relations Management 5. SLP Filing & Monitoring Procedures 6. Court procedures 7. Legal Drafting & Writing 8. Departmental Rulings/Instructions

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		AD (Material Management)	1. Procurement 2. Maintaining Supply Line of Postal Forms and Stationeries	1. Integrity 2. Transparency and Accountability 3. Fiscal prudence 4. Strategic Thinking 5. Commitment 6. Planning and Coordination 7. Initiative and Drive	1. Procurement 2. GeM Portal 3. CPP portal 4. Demand forecasting 5. Policy Implementation 6. Workplace Optimization 7. Process Improvement and Optimization 8. Asset Management 9. Maintenance of History Sheets 10. Condemnation Committee 11. Operational Excellence 12. Regulatory Compliance 13. GFR 2017	1. Financial Acumen 2. Demand and Supply Analysis 3. Preservation period of records 4. Condemnation procedure 5. Environmental Legislation
		AD (PG)	Customer Relations Management	1. Consultation and Consensus Building 2. Information Seeking 3. People First 4. Commitment 5. Accountability 6. Problem Solving 7. Empathy	1. Stakeholder Management 2. Institutional Governance 3. Regulatory Compliance 4. Grievances Redressal Management 5. Citizen's Charter 6. Conduct and Behavior Management 7. Customer Relationship Management Operations 8. RTI Act 9. Regulatory and Legal Advisory 10. CP Act	1. Monitoring of complaints 2. Legal response to CDRF cases

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		AD (Mails and Parcels)	Mail & Logistics Management	1. Integrity 2. Team-Working 3. Commitment 4. Result orientation 5. Attention to Detail 6. Problem Solving 7. Decision Making	1. Operational Excellence 2. Stakeholder Management 3. Performance Management 4. Business Operational Planning 5. Process Improvement and Optimisation 6. Monitoring 7. Research and Information Synthesis 8. Data Collection and Preparation 9. Technology Infrastructure Management and Integration	1. RMS operations 2. MNOP/PNOP/NDC/RTN 3. CEP market 4. Parcel & other Mails products 5. Procedural Knowledge of DAK Niryat Kendra 6. Forecast and prediction of seasonal mails 7. Standard operating procedure for unforeseen circumstances 8. PMA application 9. Learning Research Data Analysis
		AD (BD)	1. Business development and marketing 2. Monitoring 3. Review of business	1. Leadership 2. Soft spoken 3. Innovative 4. Positive approach 5. Persuasion skills 6. Integrity	1. Strategic Planning and Marketing 2. Stakeholder Management 3. Contract management 4. Data Collection and Preparation 5. Marketing and business promotion 6. Comparative analysis	1. Departmental dashboard 2. Business development and strategy management 3. Sales and marketing management 4. Fund Management

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		AD (Technology)	Technology & Hardware Management	1. Decision making 2. Planning and Coordination 3. Result Orientation 4. Problem Solving 5. Attention to Detail	1. Operational Excellence 2. Infrastructure strategy 3. Technology Infrastructure 4. Management and Integration 5. IT Governance 6. Data Collection and Preparation 7. Annual Maintenance Contract (AMC)	1. Infrastructural Planning 2. IT Modernization Project 3. Departmental Applications
		AD (Recruitment)	Human Resource Management	1. Integrity 2. Organizational Awareness 3. Planning and Coordination	1. Knowledge of Recruitment Rules 2. Job Analysis and Evaluation 3. Talent Capability Assessment 4. Strategic workforce planning 5. Workplace Optimization 6. Scenario planning and analysis 7. Manpower Optimization	1. SOP for Departmental Examination 2. Recruitment Channel Management 3. Departmental Competitive Examination for various cadres

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		AD (Staff & Welfare)	Human Resource Management	1. Integrity 2. Organizational Awareness 3. Problem Solving 4. Planning and Coordination 5. Team-Working 6. Attention to Detail 7. Accountability 8. Seeking Information 9. Empathy	1. Transfer policy 2. Stakeholder Management 3. Talent Capability Assessment 4. Workplace Performance Diagnosis 5. Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 6. Reservation policy 7. Human Resource Strategy Formulation 8. Job Analysis and Evaluation 9. Organizational Design 10. Procedural knowledge of APAR 11. Career Framework Design 12. Talent Capability Assessment 13. Workplace Performance Diagnosis 14. Leave rules 15. Welfare policies 16. FR/SR rules 17. Labour Relations Management 18. Employee Relationship Management 19. Data Collection and Preparation 20. Process Improvement and Optimisation 21. Scenario planning and analysis 22. Leadership Development 23. Procedural Knowledge of APAR	1. Establishment norms 2. Monitoring of tenure completion 3. Workplace Optimisation 4. Establishment review 5. Manpower Optimisation 6. Staff Monitoring 7. Succession Planning

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		AD (SB)	Financial Services Management	1. Marketing 2. Leadership 3. Team-Working 4. Commitment	1. Data Collection and Preparation 2. Product Marketing and Branding 3. Stakeholder Management 4. Comparative analysis 5. Review target achievement 7. Professional and Business Ethics 8. Conflict Management	1. Financial products offered by India post 2. IPPB Products & Service 3. PMLA CFT Norms 4. Service quality standards with reference to Citizen's Charter 5. Procedural knowledge of claim settlement

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		AD (Establishment)	1. Establishment Review 2. Office Rationalization 3. Opening, closing, relocation and redeployment of the offices 4. Budget Management	1. Integrity 2. Commitment 3. Strategic Thinking 4. Initiative and Drive 5. Consultation and Consensus Building 6. Decision Making 7. Professional and Business Ethics 8. Planning and Coordination 9. Innovative Thinking 10. Teamwork 11. Communication Skills 12. Delegation 13. Result Orientation 14. Professional and Business Ethics 15. Planning and Coordination 16. Innovative Thinking 17. Communication Skills 18. Efficiency and effectiveness 19. Persuasion 20. Ethical Culture 21. Accountability	1. Data Management 2. Applied Statistics 3. Monitoring and Surveillance 4. Data collection and analysis 5. Organizational Design 6. Talent Capability Assessment 7. Standard Operating Procedures Development 8. Productivity and Innovation Strategy 9. Scenario planning and analysis 10. Regulatory Compliance 11. Staff Monitoring 12. Strategy Planning 13. Stakeholder Engagement and Management 14. Networking 15. Project Administration 16. Project Quality Management 17. Product/Service Quality Assurance 18. Business Planning 19. Partnership Management 20. Strategic Human Resource Management 21. Performance Management 22. Change Management 23. Project Resource Planning 34. Budget Analysis 35. Financial Planning 36. GFR 2017 37. Schedule of financial powers 38. Strategic Workforce	1. Establishment norms 2. TRCA Revision Norms 3. Latest Norms of Opening, Closing, Relocation and Redeployment of the office.

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					Planning 39. Knowledge Management	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		AD (Estates & Building)	1. Buildings and Estates Maintenance 2. Rent fixation and revision 3. Swachchhta Maintenance 4. Quarter maintenance and Allocations 5. Repair & maintenance of Departmental Buildings 6. Postal Colonies 7. Departmental Buildings / Rented Buildings	1. Accountability 2. Efficiency and Effectiveness 3. Persuasion 4. Integrity 5. Commitment 6. Strategic Thinking 7. Initiative and Drive 8. Consultation and Consensus Building 9. Decision Making 10. Result Orientation 11. Professional and Business Ethics 12. Planning and Coordination 13. Innovative Thinking 14. Professional and Business Ethics 15. Ethics 16. Teamwork 17. Communication 18. Punctuality 19. Negotiation 20. Objectivity 21. Delegation 22. Neutrality 23. Delegation	1. Budget Analysis 2. Coordination 3. Scenario planning and analysis 4. Policy Implementation and Revision 5. Standard Operating Procedures Development 6. Process Improvement and Optimization 7. Workplace Optimization 8. Budgeting Environmental Planning 9. Workplace Optimization 10. Stakeholder Management 11. Budgeting 12. Gender Sensitivity 13. Crisis Management/Disaster Management 14. Strategic Workforce Planning 15. Knowledge Management 16. Organizational Design	1. Latest rulings/orders on buildings and estates 2. FRAC proceedings, market rate 3. Selection Management Onboarding 4. Departmental orders on Swachchhta initiatives 5. HRA Rule and FR&SR 6. 7th Pay Commission 7. Rules and regulations in Postal manual Vol-II 8. Rules and regulations in Postal manual Vol-II 9. Fundamental Rules, Supplementary Rules pertaining to Allotment and License fee of Government Residences

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		AD (Vigilance)	Regulatory Compliance	1. Problem Solving 2. Commitment 3. Accountability 4. Integrity 5. Neutrality 6. Empathy	1. CCSS (CCA)/Conduct Rules 2. Prevention of corruption Act 3. Professional and Business Ethics	1. PMLA, AML/CFT norms 2. SOP on FRMU alerts 3. Government instructions related to preventive, participative and punitive vigilance 4. CVC guidelines on vigilance matter 5. Disciplinary procedure 6. PIDPI Act 7. Training of staff on AML-CFT norms 8. Process of investigation and inquiry 9. Framing of chargesheet
		AD (Investigation)	Regulatory Compliance	1. Problem Solving 2. Commitment 3. Accountability 4. Integrity 5. Neutrality 6. Empathy	1. PIDPI Act 2. Prevention of corruption Act 3. Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013	1. CVC guidelines on vigilance/investigation matter 2. Departmental circulars/guidelines 3. Disciplinary procedure 4. Process of investigation and inquiry 5. Timely completion of CLI/DLI

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		AD/ADM (PLI, RPLI)	1. Monitoring and Planning 2. Functionality 3. Sales force 4. Utilization of funds 5. Service delivery	1. Integrity 2. Leadership 3. Commitment 4. Strategic Thinking 5. Initiative and Drive 6. Consultation and Consensus Building 7. Decision Making 8. Delegation 9. Result Orientation 10. Professional and Business Ethics 11. Planning and Coordination 12. Innovative Thinking 13. Team-Working 14. Communication Skills 15. Self-Confidence 16. Ethical Culture 17. Accountability 18. Teamwork 19. Conduct and Behavior Management 20. People First 21. Conceptual thinking 22. Customer Relationship Management 23. Attention to Detail 24. Empathy	1. Strategy Planning 2. Stakeholder Engagement and Management 3. Networking 4. Project Administration 5. Project Quality Management 6. Project Scheduling 7. Data collection and analysis 8. Seeking Information 9. Product/Service Quality Assurance 10. Business Planning 11. Partnership Management 12. Monitoring and Surveillance 13. Standard Operating Procedures Development 14. Legal Drafting and Writing 15. Data Management 16. Data Strategy 17. Audit and Compliance 18. Data Sharing 19. Audit Frameworks 20. Talent Capability Assessment 21. Product/Service Quality Assurance 22. Stakeholder Management 23. Strategic Human Resource Management 24. Performance Management 25. Project Resource Planning 26. Budget Analysis 27. Budgeting 28. Financial Planning 29. Regulatory Compliance 30. Strategic Service Excellence	1. Learner Profile Analysis 2. Learning and Development 3. Programme Management 4. Learning Strategy Development 5. Learning Solution Design 6. Learning Experience Evaluation 7. Learning Experience Delivery 8. PLI Rules/ SANKALAN 9. Supplementary Inspection Questionnaire for CPC 10. Technology and Systems Application 11. Workplace Learning Delivery 12. Total Rewards Philosophy Development

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					31. Organizational Event Management 32. Organizational Strategy 33. Learning Strategy Development 34. Human Resource Advisory 35. Knowledge of GFR 2017 36. Knowledge of Schedule of financial powers 37. Knowledge of various norms given in Citizen charter 38. Talent Management	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Assistant Director CEPT	Admin and DDO	1. Integrity 2. Organizational Awareness 3. Planning and Coordination 4. Problem Solving 5. Leadership Skill 6. Team Building 7. Responsibility 8. Accountability 9. Empathy 10. Commitment 11. Negotiation 12. Transparency 13. Decision making 14. Result Orientation	1. GFR 2. Procedural Knowledge of APAR 3. Grievance Redressal Management 4. RTI 5. CPGRAMS 6. Record Management 7. GEM and E procurement portal	1. Relevant rules, policies and norms 2. Market Survey 3. Responses to the IR/VR 4. Constitution of committees

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Assistant Director RAKNPA/PTC	1. Human Resource Management 2. Training Management 3. Disciplinary, Vigilance & RTI 4. Redressal of Public grievances and RTI 5. Establishment 6. Estate Management 7. Procurement 8. Inspection	1. Accountability 2. Neutrality 3. Gender Equality 4. Leadership 5. Teamwork 6. People Management 7. Workplace Performance 8. Talent Capability Assessment 9. Innovative Thinking 10. Planning 11. Result Orientation 12. Benchmarking 13. Training 14. Communication 15. Integrity 16. Commitment to the Organisation 17. Problem Solving 18. People First 19. Organisational Awareness 20. Planning and Coordination 21. Transparency 22. Strategic Thinking 23. Fiscal prudence	1. Manpower Planning 2. Supervision 3. Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013 4. Record Management 5. Procedural Knowledge of APAR 6. Staff Welfare 7. Training 9. Inquiry/Disciplinary proceedings 10. Process of investigation and inquiry 11. RTI Act, 2005 12. Stakeholder Management 13. Data Collection and Preparation 14. Workplace Optimisation 15. Citizen's Charter 16. GeM Portal 17. CPP Portal 18. Demand forecasting 19. Reservation policy 20. Transfer policy 21. Recruitment Rules 22. CCS(CCA) Rules 23. Regulatory and Legal Advisory 24. Condemnation rules 25. GFR 2017 26. GeM Portal 27. Condemnation Policy 28. CCS (Conduct) Rules	1. Standard Inspection Questionnaires 2. Departmental Rulings 3. Training Policy (DoPT & DoP) 4. STPs 5. Government instructions related to preventive, participative and punitive vigilance 6. CVC guidelines 7. Rules and regulations towards differently abled (Divyang) 8. Government directives on Swachchhta initiatives 9. Preservation of records 10. Laws, rulings and orders on buildings/ estates

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Superintendent of Post Offices/RMS	1. Human Resource Management 2. Estates Management 3. Material Management/Technology & Hardware Management 4. Mail & Logistics Management 5. Financial Services Management 6. Customer Relations Management 7. Supervision/ Inspection 8. Ensuring Discipline 9. Regulatory Compliance 10. Cash Management 11. Retail Services 12. IPPB 13. Philatelic Management	1. Integrity 2. Organizational Awareness 3. Planning and Coordination 4. Problem Solving 5. Teamwork 6. Attention to Detail 7. Accountability 8. Seeking Information 9. Empathy 10. Commitment 11. Sensitivity towards differently abled 12. Commitment to the Organisation 13. Negotiation 14. Objectivity 15. Communication Skills 16. Initiative and Drive 17. People First 18. Transparency 19. Fiscal prudence 20. Strategic Thinking 21. Decision making 22. Result Orientation 23. Leadership 24. Consultation and Consensus Building 25. Neutrality	1. Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 2. Workplace Optimisation 3. Scenario planning and analysis 4. Manpower Optimisation 5. Monitoring 6. Data Collection and Preparation 7. Process Improvement and Optimisation 8. Succession Planning 9. Leadership Development 10. Scenario planning and analysis 11. Record Management 12. CCS (Conduct) Rules 13. Stakeholder Engagement and Management 14. Gender Sensitivity 15. Procurement 16. GeM 17. CPP portal 18. Demand forecasting 19. Policy Implementation and Revision 20. Operational Excellence 21. Regulatory Compliance 22. CCS(CCA) Rules 23. Operational Excellence 24. Infrastructure strategy 25. Technology Infrastructure Management and Integration 26. IT Governance 27. Performance Management 28. Business Operational Planning	1. Condemnation Committee 2. Process of investigation and inquiry 3. Cash conveyance & Security arrangement 4. Innovation Management Marketing 5. Recruitment Channel Management 6. Job Analysis and Evaluation 7. Talent Capability Assessment 8. Strategic workforce planning 9. Transfer policy 10. Workplace Performance Diagnosis 11. Strategy Formulation 12. Job Analysis and Evaluation 13. Organisational Design 14. Career Framework Design 15. Labour Relations Management 16. Employee Relationship Management 17. Laws, rulings and orders on buildings/ estates 18. Environmental Legislation 19. Rules and regulations towards differently abled (Divyang) 20. Property and Infrastructural Planning 21. Disaster Risk Management (DRM) 22. Sustainable Energy Infrastructure Design 23. Financial Acumen 24. Fair Rent Assessment Committee (FRAC) 25. Contract Development and Management 26. Government directives on Swachhhta initiatives 27. Organisational Culture Development 28. Health and Wellness Programme Management 29. Environmental Legislation 30. Property and Infrastructural Planning 31. MNOP/PNOP/NDC/RTN 32. Parcel & other Mails products 33. DAK Niryat Kendra 34. Standard operating procedure for unforeseen circumstances 35. PMA application 36. Learning Research Data Analysis 37. Financial products offered by India Post 38. IPPB Products & Service

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					29. Research and Information Synthesis 30. Product Marketing and Branding 31. Professional and Business Ethics 32. RTI 33. Institutional Governance 34. Regulatory Compliance 35. Knowledge of Reservation policy 36. Procedural knowledge of APAR 37. Leave rules 38. Welfare policies 39. FR/SR rules 40. Knowledge of GFR 2017 41. Financial Acumen 42. Demand and Supply Analysis 43. Knowledge of Condemnation policy 44. Public grievance management 45. Citizen's Charter 46. CP Act 47. Regulatory and Legal Advisory 48. Annual Maintenance Contract (AMC)	39. PMLA CFT Norms 40. Procedural knowledge of claim settlement 41. Conduct and Behaviour Management 42. Customer Relationship Management Operations 43. PMLA, AML/CFT norms 44. SOP on FRMU alerts 45. SOP related to AE&AU Centres, CSCs & PSKs 46. Services offered in CSC 47. IPPB Products 48. Philatelic products

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Senior Postmaster/Deputy Chief Post Master	1. Human Resource Management 2. Estates Management 3. Material Management/Technology & Hardware Management 4. Mail & Logistics Management 5. Financial Services Management 6. Customer Relations Management 7. Supervision over other offices 8. Ensuring Discipline 9. Regulatory Compliance 10. Inventory Management 11. Retail Services 12. IPPB	1. Integrity 2. Impartiality 3. Objectivity 4. Organizational Awareness 5. Planning and Coordination 6. Problem Solving 7. Teamwork 8. Attention to Detail 9. Accountability 10. Seeking Information 11. Commitment 12. Sensitivity towards differently abled 13. Neutrality 14. Financial Acumen 15. Negotiation 16. Empathy 17. Communication 18. Initiative and Drive 19. People First 20. Transparency 21. Fiscal prudence 22. Strategic Thinking 23. Decision making 24. Result Orientation 25. Leadership 26. Consultation and Consensus Building	1. Monitoring 2. Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013 3. Workplace Optimisation 4. Scenario planning and analysis 5. Manpower Optimisation 6. Data Collection and Preparation 8. Process Improvement and Optimisation 9. Scenario planning and analysis 13. Leadership Development 14. Stakeholder Management 15. Record Management 16. CCS(CCA) Rules 17. Market Survey 18. CCS (Conduct) Rules 19. Procurement 20. GeM Portal 21. CPP Portal 22. Demand forecasting Policy 23. Implementation and Revision 24. Budget Analysis 25. Business Needs Analysis 26. Workplace Optimisation 27. Standard Operating Procedures Development 28. Process Improvement and Optimisation 29. Operational Excellence 30. Regulatory Compliance 31. Regulatory and Legal Advisory 32. CP Act	1. Recruitment Rules 2. Recruitment Channel Management 3. Job Analysis and Evaluation 4. Talent Capability Assessment 5. Strategic workforce planning 6. Manpower engagement procedure 7. Establishment norms 8. Human Resource Strategy Formulation 9. Condemnation Committee 10. Organisational Design 11. Career Framework Design 12. Talent Capability Assessment Workplace Performance Diagnosis 13. Laws, rulings and orders on buildings/estates 14. Preservation period of various records 15. Environmental Legislation 16. Rules and regulations towards differently abled (Divyang) 17. Property and Infrastructural Planning 18. PMLA , AML/CFT norms 19. Sustainable Energy Infrastructure Design 20. Communication Power System Maintenance 21. Fair Rent Assessment Committee (FRAC) 22. Government directives on Swachchhta initiatives 23. Organizational Culture Development 24. Health and Wellness Programme Management 25. Knowledge of Condemnation policy 26. Environmental Legislation 27. Property and Infrastructural Planning 28. Digital Marketing and Communication 29. Contract Development and Management 30. MNOP/PNOP/NDC/RTN 31. GDS Engagement Rules 32. Parcel & other Mails products 33. DAK Niryat Kendra 34. Standard operating procedure for unforeseen circumstances 35. PMA application 36. Learning Research Data Analysis 37. Financial products offered by India Post

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					33. Infrastructure strategy 34. Technology Infrastructure Management and Integration 35. Technology Infrastructure 36. Management and Integration 37. IT governance Data Management 38. Performance Management 39. Business Operational Planning 40. Research and Information Synthesis 41. Product Marketing and Branding 42. Professional and Business Ethics 43. Conflict Management 44. RTI Act 45. Institutional Governance 46. Legal response to CDRF cases 47. Institutional Governance 48. Regulatory Compliance 49. Conduct disciplinary proceedings 50. Security arrangement 51. Demand forecasting 52. Gender-sensitive 53. Inventory Management 54. GFR 2017 55. Financial Acumen 56. Demand and Supply Analysis 57. Procedural knowledge of APAR 58. Public Grievance Management 59. Citizen's Charter	38. Service quality standards 39. Procedural knowledge of claim settlement 40. Conduct and Behaviour Management 41. Customer Relationship Management Operations

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					60. RTI Act 61. Gender responsive Disaster Risk Management (DRM) 62. Annual Maintenance Contract (AMC)	

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Superintendent PSD/CSD	1. Supervision over the CSD 2. Procurement of stationery 3. Custodian of securities 4. Supply chain management 5. Staff Management	1. Accountability 2. Integrity 3. Teamwork 4. Attention to Detail	1. Procurement 2. Knowledge Management 3. GFR 2017 4. GeM portal 5. CPP portal 6. Demand forecasting 7. Stakeholder management 8. Technology and system application 9. Standard Operating Procedure Development 10. Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013	1. Indent Processing 2. Route Analysis 3. Condemnation Procedure 4. Conducting Inquiry 5. Framing of charge sheet 6. Disciplinary proceedings

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
		Superintendent, Foreign Post	1. Human Resource Management 2. Estates Management 3. Material Management/ Technology & Hardware Management 4. Mail & Logistics Management 5. Financial Services Management 6. Customer Relations Management 7. Supervision over other offices 8. Ensuring Discipline	1. Problem Solving 2. Planning and Coordination 3. Organizational Awareness 4. Objectivity 5. Teamwork 6. Integrity 7. Attention to Detail 8. Accountability 9. Commitment 10. Sensitivity towards differently abled 11. Punctuality 12. Negotiation 13. Empathy 14. Communication 15. Initiative and Drive 16. People First 17. Strategic Thinking 18. Decision making 19. Result Orientation 20. Marketing 21. Leadership 22. Consultation and Consensus Building 23. Neutrality	1. Data Collection and Preparation 2. Workplace Optimisation Process Improvement 3. Scenario planning and analysis 4. Procedural Knowledge of APAR 5. Monitoring 6. Succession Planning 7. Leadership Development 8. Stakeholder Management 9. Record Management 10. Stakeholder Engagement 11. (Fair Rent Assessment committee) Management 12. Digital Marketing and Communication 13. Stakeholder Management 14. RTI Act 15. Gender Sensitivity 16. Procurement 17. Demand forecasting 18. Policy Implementation 19. Budget Analysis 20. Business Needs Analysis 21. Workplace Optimisation 22. Standard Operating Procedures Development 23. Operational Excellence 24. Regulatory Compliance 25. Technology Infrastructure Management and 26. Integration 27. Infrastructure strategy 28. Operational Excellence 29. IT governance 30. Data Management 31. Financial Management 32. Performance	1. Postal Bill of Exchange I & II (PBE- I & II) 2. Monitoring of complaints of International Registered, EMS, ITPS & Parcels articles and bags received through CPGRAM, CRM and i-Care Portal, PRIME Portal, E-mail & by post complaints 3. Monitoring of complaints received through social media platforms. 4. Dealing the cases with Airlines Companies & recover the compensation claims. 5. Legal response to CDRF cases 6. Establishment norms for each cadre 7. Human Resource Strategy Formulation 8. Job Analysis and Evaluation 9. Organisational Design 10. Regulatory and Legal Advisory 11. Career Framework Design 12. Talent Capability Assessment 13. Workplace Performance Diagnosis 14. Knowledge of preservation period 15. Environmental Legislation 16. Rules and regulations towards differently abled (Divyang) 17. Property and Infrastructural Planning 18. Government directives on Swachchhta initiatives 19. Quality Monitoring Cell 20. Health and Wellness Programme Management 21. Environmental Legislation Property and Infrastructural Planning 22. RMS operations 23. MNOP/PNOP/NDC/RTN 24. Preparation of CN-68 25. AIRMAIL CONNECTIONS 26. Standard operating procedure for unforeseen Circumstances 27. KPI application 28. Learning Research Data Analysis 29. UPU Quality Control System 30. KPIs for transport EVENT SCANS Traffic and Volume 31. UPU EMS pay for performance

Sr. No.	Cadre	Designation	Role	Behavioral	Functional	Domain
					Management 33. Business Operational Planning 34. Research and Information Synthesis 35. Operational Excellence 36. Product Marketing and Branding 37. Professional and Business Ethics 38. Stakeholder Management 39. Conflict Management 40. Institutional Governance 41. Regulatory Compliance 42. Performance Management 43. CCS(CCA) Rules 44. Regulatory and Legal Advisory 45. Gender-sensitivity 46. Disaster Risk Management (DRM) 47. Fair Rent Assessment Committee (FRAC) 48. Contract Development and Management 49. GFR 50. Demand and Supply Analysis 51. Condemnation rules 52. CCS (Conduct) Rules	32. Financial products offered by India post 33. Comparative analysis 34. Service quality standards 35. Procedural knowledge of claim settlement 36. Conduct and Behaviour Management 37. Customer Relationship Management Operations 38. RUGBY PRIME / CARE 39. HRO Reclamation Branch, Bag Centre Foreign, International Business Centre, APTMO Foreign Set/I,II,III, EMS (Import Branch), EMS (Export Branch), Custom Examination Department, Outward Foreign Letter (OFL Branch), Outward Foreign Registered Set / I & II(OFR Branch), Inward Foreign Letter (IFL Branch), Inward Foreign Registered (IFR Branch).

Annexure 2 – List of Existing Trainings by Training Institutes of DoP

The details of the training programmes conducted (as per Annual Report 2021-22):

Sl. No.	Activity	Number of Officers/ Officials Trained
1	Management Programme for Group A and B Officers	921
2	Development Programme for Inspector and Assistant Superintendent Posts	2437
3	Development Programme for Operative/Supervisory Staff	35691
4	Development Programme for Mail Overseers/Postmen/MTS	4303
5	Development Programme for Gramin Dak Sevaks	38567
6	Training of Trainers and Specialized trainings	295
	Total	82214

List of all training activities imparted by Postal Training Centre, Darbhanga:-

- I. Induction Training to IP cadre.
- II. Refresher Training to IP/ASP
- III. Induction Training to HSG-I/II.
- IV. Refresher Training to HSG-I/II
- V. Induction Training to PA cadre.
- VI. Refresher Training to PA (LGO)
- VII. Induction Training to SA cadre.
- VIII. Refresher Training to SA cadre.
- IX. Induction Training to PA (RO/CO) cadre.
- X. Refresher Training to PA (RO/CO) cadre.
- XI. Induction Training to PA (MMS) cadre.
- XII. Refresher Training to PA (MMS) cadre.
- XIII. Workshop on various Short-term courses (Mail Delivery Monitoring, PLI/RPLI, Financial Service Management, Marketing, Vigilance & Investigation etc.)
- XIV. Other short term training coursed as per need of circles

TRAINING PROGRAMMES CONDUCTED BY THE REGIONAL TRAINING CENTRE (RTC), BHUBANESWAR w.e.f 01.12.2020 (DATE OF INAUGURATION/INCEPTION) to 31.03.2023					
Sl. No.	Name of the training Course	No. of Batches	Duration of Training Course	Number of Trainees trained	Target Group trained
1	PA (LGO)/GDS to PA Induction Training	11	25 Days (Theory)	415	PA (Dept.)
2	PA (Direct) Induction Training	2	25 Days (Theory)	66	PA (DR)
3	SA (LGO)/GDS to SA Induction Training	3	22 Days (Theory)	88	SA (Dept.)
4	Refresher Training to LSG Officials (Equivalent to PA-ADP Training)	6	2 Weeks	129	SPM, LSG PA
5	Assistant Development Programme (ADP) for Postal Assistants	2	2 Weeks	56	PA
6	Assistant Development Programme (ADP) for Sorting Assistants	3	2 Weeks	62	SA
7	Supervisor Development Programme (SDP) for Sorting Assistants	2	2 Weeks	25	SA
8	Training for newly recruited MTS	11	1 Week	218	MTS
9	PARCELS-DEeP	15	2/3 Days	409	PA, SA, PA(CO), PA (SBCO)
10	Workshop on Investigation and Disciplinary Matters	3	3 Days	83	IPs / ASPs

11	Workshop on Interpretation and applicability of Rule 10(5)(c), 10 (7) and 10 (6) of CCS (CCA) Rules, 1965, dealing with suspension of a Government Servant.	1	1 Day	40	SSPOs/SPOs
12	Workshop on CSI and CSI End User Training	6	3 Days	127	PA
13	Workshop on Gender Sensitisation	8	2 Days	197	PA, SA, PA(CO), PA (SBCO)
14	Workshop on Welfare Measures	1	1 Day	26	PA, SA, PA(CO), PA (SBCO)
15	Workshop on IPPB	1	2 Days	23	PA
16	Workshop on FSI/CBS & Claim Settlement	5	2 Days	136	PA
17	Workshop on Consumer Protection Act	2	1 Day	51	PA, SA, PA(CO), PA (SBCO)
18	Workshop on PLI/RPLI	1	2 Days	29	PA
19	Workshop on Softskill	2	2 Days	53	PA, SA, PA(CO), PA (SBCO)
20	Workshop on PMLA/CFT	11	2 Days	285	PA
21	Workshop on Social Security Schemes and NPS	15	2 Days	396	PA
22	Workshop on RTI	4	2 Days	100	PA
23	Workshop on RICT-DARPAN	2	3 Days	53	GDS
24	Workshop on MNOP/PNOP	2	2 Days	51	SA
TOTAL		119		311	

			8	
TOTAL NUMBER OF OFFICIALS TRAINED AS ON 31.03.2023			311 8	

TRAINING PROGRAMMES CONDUCTED BY THE REGIONAL TRAINING CENTRE (RTC), BHUBANESWAR w.e.f 01.04.2022 to 31.03.2023 (2022-23)					
Sl. No.	Name of the training Course	No. of Batches	Duration of Training Course	Number of Trainees trained	Target Group trained
1	PA (LGO)/GDS to PA Induction Training	5	9 Weeks	142	PA (Dept.)
2	PA (Direct) Induction Training	1	8 Weeks	30	PA (DR)
3	SA (LGO)/GDS to SA Induction Training	2	8 Weeks	58	SA (Dept.)
4	Assistant Development Programme (ADP) for Postal Assistants	1	2 Weeks	27	PA
5	PARCELS-DEeP	15	2/3 Days	409	PA, SA, PA(CO), PA (SBCO)
6	Workshop on Investigation and Disciplinary Matters	3	3 Days	83	IPs / ASPs
7	Workshop on Interpretation and applicability of Rule 10(5)(c), 10 (7) and 10 (6) of CCS (CCA) Rules, 1965, dealing with	1	1 Day	40	SSPOs/SP Os

	suspension of a Government Servant.				
8	Workshop on Gender Sensitisation	3	1 Day	65	PA, SA, PA(CO), PA (SBCO)
9	Workshop on Welfare Measures	1	1 Day	26	PA, SA, PA(CO), PA (SBCO)
10	Workshop on FSI/CBS & Claim Settlement	2	1 Day	50	PA
11	Workshop on Consumer Protection Act	2	1 Day	51	PA, SA, PA(CO), PA (SBCO)
12	Workshop on Softskill	1	1 Day	26	PA, SA, PA(CO), PA (SBCO)
13	Workshop on PMLA/CFT	8	1 Day	210	PA
14	Workshop on Social Security Schemes and NPS	12	1 Day	311	PA
15	Workshop on RTI	2	1 Day	44	PA
16	Workshop on DARPAN	1	1 Day	25	GDS
17	Workshop on MNOP/PNOP	1	1 Day	30	SA
TOTAL		61		1627	

Annexure 3 – List of Top competencies across 17 Cadres

S. No	Behavioral	S. No	Functional	S. No	Domain
1	Accountability	1	Business Development & Operations	1	PMA (Postman Mobile Application) & Dashboard Monitoring
2	Communication	2	HR Management	2	MNOP (Mail Network Optimization Project)/PNOP (Parcel Network Optimization Project)/NDC/RTN
3	Commitment	3	Data Management	3	SOP on FRMU (Fraud Risk Management) alerts
4	Attention to Detail	4	Technology Management	4	Finacle, SB Manuals and CBS Manual
5	Integrity	5	Grievance Management	5	McCamish and POLI Rules
6	Coordination	6	Financial Management	6	POS, POS- back office, SAP-HR Module, SAP-F&A and SAP -IPVS
7	Time Management	7	Fund Management	7	IPPB Products & Service
8	Teamwork	8	Preventive Vigilant	8	Common Service Center (CSC) Services
9	Empathy	9	Project Management	9	CVC (Central Vigilance Commission) Guidelines
10	Decision Making	10	Record Management	10	DAK Niryat Kendra Procedure
11	Vigilant	11	Process Improvement & Optimization	11	Emerging technologies
12	Initiative and Drive	12	Stakeholder Management	12	Establishment norms
13	Problem Solving	13	Noting & Drafting	13	GDS Engagement Rules
14	Organizational Awareness	14	Budgeting & Accounting	14	Mission Karmayogi Guidelines
15	Result Orientated	15	Monitoring	15	Official Language Policy
16	Consultation and Consensus Building	16	Customer Relationship Management	16	Postal Manuals
17	Strategic Thinking	17	Operations management	17	Technology Management
		18	CCS (CCA) Rules	18	Welfare policies

S. No	Behavioral		S. No	Functional		S. No	Domain	
			19	e- Office		19	Customer Management	
			20	Inventory Management		20	Laws, rulings and orders on buildings/ estates	
			21	Scenario planning & analysis		21	Mail Management	
			22	GFR (General Financial Rules)		22	Cash Management	
			23	Performance Management		23	Postal Operations	
			24	GeM		24	SAP-IPVS (Indian Post Visibility System)	
			25	RTI Act				
			26	Central Public Procurement Portal (e-proc)				

Annexure 4– Detailed list of training interventions for top Behavioral Competencies

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
1	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Effective communication	-	7.31 hours	Online
2	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 12 - Conversation and Vocabulary	-	1.33 hours	Online
3	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 10 - Grammar and Official words	-	1.23 hours	Online
4	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 09 - Grammar and Simple Conversations	-	0.66 hours	Online
5	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 08 - Grammar and Conversations	-	0.98 hours	Online
6	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 07 - Grammar, Vocabulary and Picture writing	-	1.03 hours	Online
7	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 06 - Grammar and Formal Informal Conversations	-	0.86 hours	Online
8	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 05 - Grammar and Conversations	-	0.81 hours	Online
9	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 04 - Basic Grammar and More Vocabulary	-	0.83 hours	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
10	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 03 - Learn Grammar Basics	-	1 hours	Online
11	Behavioral Competency	Communication Skills	CBC - iGoT	iGoT	Module 02 - Increase your Vocabulary	-	0.58 hours	Online
12	Behavioral Competency	Communication Skills	Other - Ministerial Institutes	Indian Institute of Mass Communication	Communication	-	-	-
13	Behavioral Competency	Communication Skills	Other - Ministerial Institutes	Indian Railways Institute of Transport Management	Communication and soft skills	-	-	-
14	Behavioral Competency	Communication Skills	Other - Ministerial Institutes	National Institute of Defense Estates Management	Training on effectiveness of communication	-	-	-
15	Behavioral Competency	Communication Skills	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Be a Master Communicator	-	1 hours	Online
16	Behavioral Competency	Communication Skills	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Brisk Business Administrator - All about Communications	-	1.5 hours	Online
17	Behavioral Competency	Communication Skills	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Writing Proficiently	-	4.8 hours	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
18	Behavioral Competency	Communication Skills	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Speaking Effectively	-	8 hours	Online
19	Behavioral Competency	Communication Skills	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Make Presentations Like A Pro	-	8 hours	Online
20	Behavioral Competency	Communication Skills	Other Govt. Institute (Indian Universities)	IIM Bangalore	Effective Business Communication	-	1.5 month	Online
21	Behavioral Competency	Communication Skills	Other Govt. Institute (Indian Universities)	IIM Lucknow	Effective Storytelling in Business: The Persuasive Edge	-	3 days	Offline
22	Behavioral Competency	Communication Skills	Other Govt. Institute (Indian Universities)	IIT Bombay	English for Oral Communication	-	4 months	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
23	Behavioral Competency	Communication Skills	Other Govt. Institute (Indian Universities)	IIT Bombay	English for Written Communication	-	4 months	Online
24	Behavioral Competency	Communication Skills	Other Govt. Institute (Indian Universities)	IIT Bombay	Soft Skills	-	4 months	Online
25	Behavioral Competency	Communication Skills	Other Govt. Institute (Indian Universities)	IIT Bombay	Workplace Communication	-	4 months	Online
26	Behavioral Competency	Communication Skills	Other Govt. Institute (Indian Universities)	IIT Bombay	Workplace Communication	-	4 months	Online
27	Behavioral Competency	Communication Skills	Private Sector (Online Platform)	Udemy business	Business Communication Skills: Business Writing & Grammar	-	18 hour	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
28	Behavioral Competency	Communication Skills	Private Sector (Online Platform)	Udemy business	Communicate for Business: Write, Email, Close the Loop	-	1 hour	Online
29	Behavioral Competency	Communication Skills	Private Sector (Online Platform)	Udemy business	Communication Skills Machine: Master Persuasion & Influence	-	2.5 hour	Online
30	Behavioral Competency	Communication Skills	Private Sector (Online Platform)	LinkedIn Learning	Soft Skills - Managing a Cross-Functional Team	-	1 hour	Online
31	Behavioral Competency	Attention to Details	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Thinking Critically	-	5.8 hours	Online
32	Behavioral Competency	Collaboration and Coordination	Other Govt. Institute (Indian Universities)	IIT Roorkee	Leadership and Team Effectiveness	-	30 hrs	Online
33	Behavioral Competency	Collaboration and Coordination	Other Govt. Institute (Indian Universities)	IIT Roorkee	Principles of Management	-	30 hrs	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
34	Behavioral Competency	Collaboration and Coordination	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Brisk Business Administrator – Functional Skills	-	1.5 hours	Online
35	Behavioral Competency	Collaboration and Coordination	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Understanding & Managing Stakeholders	-	3 hours	Online
36	Behavioral Competency	Collaboration and Coordination	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Managing Teams	-	3 hours	Online
37	Behavioral Competency	Collaboration and Coordination	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Negotiating Wisely	-	3.36 hours	Online
38	Behavioral Competency	Collaboration and Coordination	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Decoding Others	-	3.75 hours	Online
39	Behavioral Competency	Consultation & Consensus Building	Other Govt. Institute (Indian Universities)	IIM Lucknow	Effective Storytelling in Business: The Persuasive Edge	-	3 days	Offline

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
40	Behavioral Competency	Consultation & Consensus Building	Other Govt. Institute (Indian Universities)	IIM Ahmedabad	Interpersonal Effectiveness and Team Building	-	23 days	Online
41	Behavioral Competency	Consultation & Consensus Building	Private Sector (Online Platform)	LinkedIn Learning	Soft Skills - Managing a Cross-Functional Team	-	1 hour	Online
42	Behavioral Competency	Consultation & Consensus Building	Private Sector (Online Platform)	Udemy business	Transition from Technical Individual Contributor to Manager	-	2.5 hour	Online
43	Behavioral Competency	Consultation & Consensus Building	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Making Decision	-	5.58 hours	Online
44	Behavioral Competency	Integrity	Private Sector (Online Platform)	Udemy business	Ethics for Leaders : Understand Deception and Dishonesty !	-	3.5 hour	Online
45	Behavioral Competency	Integrity	Private Sector (Online Platform)	Udemy business	Leadership Ethics and Integrity: A Comprehensive Guide !	-	4 hour	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
46	Behavioral Competency	Integrity	Other - Ministerial Institutes	National Institute of Defence Estates Management	Ethics and Values in Public Governance	-	-	-
47	Behavioral Competency	Ownership and Accountability	Other Govt. Institute (Indian Universities)	IIM Calcutta	Executive Programme in Leadership & Management	-	12 months	Online
48	Behavioral Competency	Ownership and Accountability	Private Sector (Online Platform)	Udemy business	Transition from Technical Individual Contributor to Manager	-	2.5 hour	Online
49	Behavioral Competency	Empathy	CBC - iGoT	iGoT	Ethics and Values	-	0.83 hours	-
50	Behavioral Competency	Empathy	CBC - iGoT	iGoT	Increasing your Emotional Quotient	-	1 hours	Online
51	Behavioral Competency	Empathy	Other - Ministerial Institutes	National Institute of Defense Estates Management	Nurturing Emotional Quotient	-	-	-
52	Behavioral Competency	Empathy	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Stress management, OB, ethics, values, gender sensitization, emotional intelligence, leadership and communication skills, sexual harassment, critical thinking and problem solving	-	-	-

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
53	Behavioral Competency	Empathy	Other - Ministerial Institutes	Indian Railways Institute of Transport Management	Ethical leadership and emotional intelligence	-	-	-
54	Behavioral Competency	Empathy	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Sales and Negotiation	-	2 hours	Online
55	Behavioral Competency	Empathy	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Emotional Intelligence - Basic & Intermediate	-	3 hours	Online
56	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	21 Day Crash Course in Emotional Intelligence	-	3.5 hour	Online
57	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	Communicating with Empathy	-	1 hour	Online
58	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	Conflict Management with Emotional Intelligence	-	3.5 hour	Online
59	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	Ethics for Leaders: Understand Deception and Dishonesty	-	3.5 hour	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
60	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	How to Develop Emotional Resilience to Manage Stress	-	3.5 hour	Online
61	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	Leadership Ethics and Integrity: A Comprehensive Guide	-	4 hours	Online
62	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	How to Develop Emotional Resilience to Manage Stress	-	3.5 hour	Online
63	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	Conflict Management with Emotional Intelligence	-	3.5 hour	Online
64	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	Critical Thinking with Emotional Intelligence	-	2.5 hour	Online
65	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	Decision Making: Solve Problems with Emotional Intelligence	-	4 hours	Online
66	Behavioral Competency	Empathy	Private Sector (Online Platform)	Udemy business	How to Develop Emotional Resilience to Manage Stress	-	3.5 hour	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
67	Behavioral Competency	Decision Making	Other Govt. Institute (Indian Universities)	IIT Roorkee	Decision making with spreadsheet	-	30 hours	Online
68	Behavioral Competency	Decision Making	Private Sector (Online Platform)	Udemy business	Decision Making: Solve Problems with Emotional Intelligence	-	4 hours	Online
69	Behavioral Competency	Decision Making	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Making Decision	-	5.58 hours	Online
70	Behavioral Competency	Problem solving	Private Sector (Online Platform)	Udemy business	Consulting Approach to Problem Solving	-	1.5 hour	Online
71	Behavioral Competency	Problem solving	Other Govt. Institute (Indian Universities)	IIM Lucknow	Creativity and Problem Solving	-	5 days	Offline
72	Behavioral Competency	Problem solving	Private Sector (Online Platform)	Udemy business	Decision Making: Solve Problems with Emotional Intelligence	-	4 hours	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
73	Behavioral Competency	Problem solving	Private Sector (Online Platform)	LinkedIn Learning	Develop Critical-Thinking, Decision-Making, and Problem-Solving Skills	-	5 hours	Online
74	Behavioral Competency	Problem Solving	Other - Ministerial Institutes	Lal Bahadur Shastri National Academy of Administration	Problem solving exercises	-	-	-
75	Behavioral Competency	Organizational Awareness	Other Govt. Institute (Indian Universities)	IIM Calcutta	Executive Programme in Leadership & Management	-	12 months	Online
76	Behavioral Competency	Organizational Awareness	Other - Ministerial Institutes	National Institute of Communication on Finance	Institutional and capacity building	-	-	-
77	Behavioral Competency	Organizational Awareness	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Organizational behavior and management development	-	-	-
78	Behavioral Competency	Result Orientation	Private Sector (Online Platform)	Udemy business	Productivity and Time Management for the Overwhelmed	-	2 hour	Online
79	Behavioral Competency	Result Orientation	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Stress management, OB, ethics, values, gender sensitization, emotional intelligence,	-	-	-

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
					leadership and communication skills, sexual harassment, critical thinking and problem solving			
80	Behavioral Competency	Strategic and Analytical thinking	Other Govt. Institute (Indian Universities)	IIM Calcutta	Executive Programme in Leadership & Management	-	12 months	Online
81	Behavioral Competency	Strategic and Analytical thinking	Other Govt. Institute (Indian Universities)	IIM Lucknow	Strategic Thinking and Leadership	-	4 days	Offline
82	Behavioral Competency	Self-motivation and Initiative	Private Sector (Online Platform)	Udemy business	Develop Daily Self-Discipline	-	2 hour	Online
83	Behavioral Competency	Self-motivation and Initiative	Private Sector (Online Platform)	Udemy business	How to Develop Emotional Resilience to Manage Stress	-	3.5 hour	Online
84	Behavioral Competency	Self-motivation and Initiative	Private Sector (Online Platform)	Udemy business	Stress Management: 40+ easy ways to deal with stress	-	1 hour	Online

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
85	Behavioral Competency	Self-motivation and Initiative	Private Sector (Online Platform)	Udemy business	The Stress Detox: A Stress Management Framework for Leaders	-	1 hour	Online
86	Behavioral Competency	Self-motivation and Initiative	CBC - iGoT	iGoT	Understanding Motivation	-	1.59 hours	-
87	Behavioral Competency	Self-motivation and Initiative	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Stress management, OB, ethics, values, gender sensitization, emotional intelligence, leadership and communication skills, sexual harassment, critical thinking and problem solving	-	-	-
88	Behavioral Competency	Accountability	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
89	Behavioral Competency	Communication	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
90	Behavioral Competency	Commitment	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
91	Behavioral Competency	Attention to Detail	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
92	Behavioral Competency	Integrity	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
93	Behavioral Competency	Coordination	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
94	Behavioral Competency	Time Management	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
95	Behavioral Competency	Teamwork	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
96	Behavioral Competency	Empathy	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
97	Behavioral Competency	Decision Making	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
98	Behavioral Competency	Vigilant	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
99	Behavioral Competency	Initiative and Drive	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical

S.No.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration	Training Mode
100	Behavioral Competency	Problem Solving	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
101	Behavioral Competency	Organizational Awareness	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
102	Behavioral Competency	Result Oriented	Other- DoP Institutes	DoP Institutes	Dak Karmayogi (Offline Course)			Physical
103	Behavioral Competency	Ownership and Accountability	Govt. Institutes	IIM Calcutta	Executive Programme in Leadership & Management	-	12 months	Online

Annexure 5– Detailed list of training interventions for top Functional Competencies

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
1	Functional Competency	Human Resource Management	Other Govt. Institute (Indian Universities)	IIT Delhi	Certificate Programme in "Human Resource Management"	7 months	Online
2	Functional Competency	Human Resource Management	Other Govt. Institute (Indian Universities)	IIM Calcutta	Executive Programme in Human Resource Management	12 months	Online
3	Functional Competency	Human Resource Management	Other Govt. Institute (Indian Universities)	IIM Ahmedabad	Strategic Human Resource Management	23 days	Online
4	Functional Competency	Human Resource Management	Other Govt. Institute (Indian Universities)	IIM Kozhikode	Strategic Human Resource Management	23 days	Online
5	Functional Competency	Human Resource Management	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Human resource management	-	-
6	Functional Competency	Human Resource Management	Other - Ministerial Institutes	Indian Railways Institute	Human resource management	-	-

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
				of Transport Management			
7	Functional Competency	Human Resource Management	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Human resource management	-	-
8	Functional Competency	Human Resource Management	Other - Ministerial Institutes	National Academy of Indian Railways	Human resource management programme	-	-
9	Functional Competency	Human Resource Management	Other - Ministerial Institutes	Institute of Government Accounts and Finance	MDP on HR Analytics	-	-
10	Functional Competency	Data Management and Analysis	Other Govt. Institute (Indian Universities)	IIT Kanpur	Data analysis using Excel	1.5 month	Online
11	Functional Competency	Data Management and Analysis	Private Sector (online Platform)	Udemy business	Microsoft Excel for Project Management	4.5 hour	Online
12	Functional Competency	Data Management and Analysis	Private Sector (online Platform)	Udemy business	Complete Introduction to Business Data Analysis	3.5 hour	Online
13	Functional Competency	Data Management and Analysis	Private Sector (online Platform)	Udemy business	Introduction to Business Analytics 2023	5 hour	Online
14	Functional Competency	Data Management and Analysis	Private Sector (online Platform)	Udemy business	The Data Strategy Course: Building a Data-driven Business	4.5 hour	Online
15	Functional Competency	Data Management and Analysis	Other - Ministerial Institutes	Indian Statistical Service Training Division	Statistics and data analytics	-	-
16	Functional Competency	Data Management and Analysis	Other - Ministerial Institutes	Indian Statistical Service Training Division	Statistics and data analytics	-	-

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
17	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Budget	0.83 hours	Online
18	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Training related to budget, CoC, procurement/ GeM, admin related activities, rules, cabinet notes, etc.	-	Online
19	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Govt Accounting System	0.68 hours	Online
20	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Budgetary System in Government	0.54 hours	Online
21	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Budget	0.83 hours	Online
22	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Preparation of Detailed Project Report (DPR)	22.5 hours	Online
23	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Identity-Authentication-Authorization-Accounting	-	Online
24	Functional Competency	Project/ Program Management	CBC - iGoT	iGoT	Project Management	0.77 hours	Online

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
25	Functional Competency	Project/ Program Management	CBC - iGoT	iGoT	Project Management	0.77 hours	Online
26	Functional Competency	Vigilance Administration	CBC - iGoT	iGoT	Preventive Vigilance	1.5 hours	Online
27	Functional Competency	Stakeholder Management	CBC - iGoT	iGoT	Stakeholders in Governance		Online
28	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Budget	0.83 hours	Online
29	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Training related to budget, CoC, procurement/ GeM, admin related activities, rules, cabinet notes, etc.	-	Online
30	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Govt Accounting System	0.68 hours	Online
31	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Budgetary System in Government	0.54 hours	Online
32	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Budget	0.83 hours	Online
33	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Preparation of Detailed Project Report (DPR)	22.5 hours	Online

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
34	Functional Competency	Budgeting, Accounting & Financial Management	CBC - iGoT	iGoT	Identity-Authentication-Authorization-Accounting	–	Online
35	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	SMART Management Skills	1.5 hours	Online
36	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Stepping into Program Management	3 hours	Online
37	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Fundamentals of Finance	3 hours	Online
38	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Business Analytics Program	3 hours	Online

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
39	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Product Lifecycle Management	3 hours	Online
40	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Practicing Excellence	3.18 hours	Online
41	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Design Thinking for Business Leaders	4 hours	Online
42	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Transitioning to Program Management	4.5 hours	Online
43	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service	Project Management Basics	6 hours	Online

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
				Companies (NASSCOM) - MeitY			
44	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Digital and SAAS for Product Managers	6 hours	Online
45	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Agile Product Management	6 hours	Online
46	Functional Competency	Project/ Program Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	User Experience & Design (UI/UX) Fundamentals	8 hours	Online
47	Functional Competency	Introduction to GeM for Buyers	CBC - iGoT	iGoT	-	-	Online
48	Functional Competency	Right to Information Act - Part 1	CBC - iGoT	iGoT	-	-	Online
49	Functional Competency	Right to Information Act, 2005 - Part 2	CBC - iGoT	iGoT	-	-	Online

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
50	Functional Competency	Noting and Drafting	CBC - iGoT	iGoT	–	–	Online
51	Functional Competency	Course on GFR 2017	CBC - iGoT	iGoT	–	–	Online
52	Functional Competency	Human resource management	Other - Ministerial Institutes	CBC- Indian Railways Institute of Transport Management	Human resource management		
53	Functional Competency	GFR	Other - Ministerial Institutes	CBC-Indian Statistical Service Training Division	GFR- procurement of goods and services	–	–
54	Functional Competency	Human resource management	Other - Ministerial Institutes	CBC-Institute of Secretariat Training and Management	Human resource management	–	–
55	Functional Competency	Financial Management	Other - Ministerial Institutes	CBC-National Institute of Defense Estates Management	Financial Management	–	–
56	Functional Competency	Record management	Other - Ministerial Institutes	CBC- Institute of Secretariat Training and Management	Advanced course on record management	–	–
57	Functional Competency	Record management and right to information	Other - Ministerial Institutes	CBC- Institute of Secretariat Training and Management	Record management and right to information	–	–
58	Functional Competency	Monitoring	Other - Ministerial Institutes	CBC- Insitute of Secretariat Training and Management	Monitoring and evaluation of govt schemes	–	–

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
59	Functional Competency	Inventory Management	Other - Ministerial Institutes	iGoT	Indian Railways - Inventory Management (English)	1.25 hours	Online
60	Functional Competency	GeM	CBC - iGoT	iGoT	Bid Participation (GeM)	21 Minutes	Online
61	Functional Competency	GeM	CBC - iGoT	iGoT	Buyer Dashboard (GeM)	16 Minutes	Online
62	Functional Competency	GeM	CBC - iGoT	iGoT	Catalogue Management (GeM)	42 Minutes	Online
63	Functional Competency	GeM	CBC - iGoT	iGoT	Introduction to GeM for Buyers	10 Minutes	Online
64	Functional Competency	RTI Act	CBC - iGoT	iGoT	Right to Information Act - Part 1	55 Minutes	Online
65	Functional Competency	RTI Act	CBC - iGoT	iGoT	Right to Information Act, 2005 - Part 2	41 Minutes	Online
66	Functional Competency	E-Office	Other - Ministerial Institutes	National Informatics Centre (NIC)	E-Office	4 hours	–
67	Functional Competency	GFR	CBC - iGoT	iGoT	Course on GFR 2017	1.4 hours	Online
68	Functional Competency	Customer Relationship Management	Private Sector (online Platform)	Udemy business	Customer Relationship Management - Introductory Course	4.5 hours	–
69	Functional Competency	Customer Relationship Management	Other Govt. Institute (Indian Universities)	IIM-B	Customer Relationship Management	6 weeks	–
70	Functional Competency	Customer Relationship Management	Other - Ministerial Institutes	Indian Railways Institute of Transport Management	Customer Relationship Management	–	–

S.No .	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
71	Functional Competency	Operations Management	Private Sector (online Platform)	Udemy business	The Operations Management Training Program	11.5 hours	Online
72	Functional Competency	Performance Management	Private Sector (online Platform)	Udemy business	Performance Management: Build a High Performing Team	2 hours	Online
73	Functional Competency	Central Public Procurement Portal (e-proc)	DoP- Training Institutes	DoP- Training Institutes	Procurement of Services, Works and Contract Management	–	Online

Annexure 6– Detailed list of training interventions for top Domain Competencies

S.N o.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
1	Domain	PMA (Postman Mobile Application) & Dashboard Monitoring	DoP- Training Institutes	DoP- Training Institutes	PMA	–	Online
2	Domain	MNOP (Mail Network Optimization Project)/PNO P (Parcel Network Optimization Project)/NDC /RTN	DoP- Training Institutes	DoP- Training Institutes	Mail Management	To be Developed	Online

S.N o.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
3	Domain	SOP on FRMU (Fraud Risk Management) alerts	DoP- Training Institutes	DoP- Training Institutes	Fraud Risk Management Alerts Monitoring	To be Developed	Online
4	Domain	Finacle, SB Manuals and CBS Manual	DoP- Training Institutes	DoP- Training Institutes	Financial Services	To be Developed	Online
5	Domain	McCamish and POLI Rules	DoP- Training Institutes	DoP- Training Institutes	BIMA DeEP	–	Online
6	Domain	POS, POS-back office, SAP-HR Module, SAP-F&A and SAP-IPVS	DoP- Training Institutes	DoP- Training Institutes	Postal Operations	To be developed	Online
7	Domain	IPPB Products & Service	DoP- Training Institutes	DoP- Training Institutes	Financial Services and IPPB	–	Online

S.N o.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
8	Domain	Common Service Center (CSC) Services	iGOT	iGOT	Common Service Centres Schemes	2 hours	Online
9	Domain	CVC (Central Vigilance Commission) Guidelines	DoP- Training Institutes	DoP- Training Institutes	-	To be Developed	-
10	Domain	DAK Niryat Kendra Procedure	Dak Karmayogi Portal	Dak Karmayogi Portal	Dakghar Niryat Kendra	-	Online
11	Domain	Establishment norms	DoP- Training Institutes	DoP- Training Institutes	-	To be Developed	-
12	Domain	GDS Engagement Rules	DoP- Training Institutes	DoP- Training Institutes	-	To be Developed	-
13	Domain	Mission Karmayogi Guidelines	DoP- Training Institutes	DoP- Training Institutes	-	To be Developed	-

S.N o.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
14	Domain	Official Language Policy	Other Ministerial Institutes	Indian Institute of Mass Communication	Rajbhasha Course	–	Physical
15	Domain	Postal Manuals	DoP- Training Institutes	DoP- Training Institutes	–	To be Developed	–
16	Domain	Technology Management	DoP- Training Institutes	DoP- Training Institutes	–	To be Developed	–
17	Domain	Welfare policies	DoP- Training Institutes	DoP- Training Institutes	–	To be Developed	–
18	Domain	Customer Management	DoP- Training Institutes	DoP- Training Institutes	–	To be Developed	Online
19	Domain	Laws, rulings and orders on buildings/ estates	iGOT	iGOT	Sarkaari Aawas	–	Online
20	Domain	Mail Management	DoP- Training Institutes	DoP- Training Institutes	Mail Management Unit	To be developed	–

S.N o.	Competency Category	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Duration	Training Mode
21	Domain	Cash Management	DoP- Training Institutes	DoP- Training Institutes	Cash Management in Post Offices	To be Developed	–
22	Domain	Postal Operations	DoP- Training Institutes	DoP- Training Institutes	Postal Operations	To be Developed	–
23	Domain	SAP-IPVS (Indian Post Visibility System)	DoP- Training Institutes	DoP- Training Institutes	SAP-IPVS (Indian Post Visibility System)	To be Developed	–