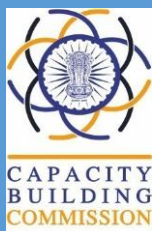


ANNUAL CAPACITY BUILDING PLAN

Central Electricity Authority

ACBP Report – September 2024

Prepared in collaboration with Capacity Building Commission



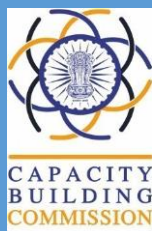
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ABBREVIATIONS

Acronym	Full form
ACBP	Annual Capacity Building Plan
AD	Assistant Director
AI	Artificial Intelligence
APTEL	Appellate Tribunal for Electricity
ASCI	Administrative Staff College of India
ASO	Assistant Section Officer
ATI	Administrative Training Institute (ATI) Kolkata
BEE	Bureau of Energy Efficiency
BESS	Battery Energy Storage System
BIS	Bureau of Indian Standards
BPC	Bid Process Coordinator
BU	Billion Units
CBC	Capacity Building Commission
CBIP	Central Board of Irrigation and Power
CBP	Capacity Building Plan
CBTE	Cross Border Trade of Electricity
CCUS	Carbon Capture Usage and Storage
CEA	Central Electricity Authority
CERC	Central Electricity Regulatory Commission
CCIE	Conciliation Committee of Independent Experts
CNA	Capacity Needs Assessment
CPES	Central Power Engineering Services
CPRI	Central Power Research Institute
CSIRT	Computer Security Incident Response Team
CSS	Central Secretariat Service
CTU	Central Transmission Utility
CVO	Chief Vigilance Officer
DDG	Deputy Director General
DDUGJY	Deen Dayal Upadhyaya Gram Jyoti Yojana
DG	Director General
DISCOM	National Distribution Companies
DoPT	Department of Personnel and Training
DPR	Detailed Project Report
DS	Deputy Secretary
DSM	Demand Side Management

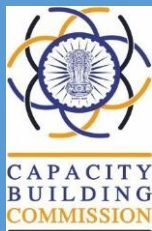
Acronym	Full form
EESL	Energy Efficiency Services Limited
EODB	Ease of Doing Business
EPS	Electric Power Survey
ESCI	Engineering Staff College of India
ESS	Energy Storage Systems
EV	Electric Vehicles
FGD	Flue-gas desulfurization
FR	Feasibility Report
FSA	Fuel Supply Agreement
GOI	Government of India
GW	Giga Watt
HE	Hydro electric
HRD	Human Resource Development
IC	International Cooperation
IE	Independent Engineer
IIPA	Indian Institute of Public Administration
IISD	Indian Institute of Sustainable Development
IoT	Internet of Things
IPDS	Integrated Power Development Scheme
IPP	Independent Power Producer
IRP	Integrated Resource Planning
ISTM	Institute of Secretariat Training and Management
MIS	Management Information System
MoP	Ministry of Power
MW	Mega Watt
NA	Not Applicable
NCEF	National Clean Energy Fund
NCT	National Committee on Transmission
NEP	National Electricity Plan
NER	North Eastern Region
NHPC	National Hydroelectric Power Corporation
NIP	National Infrastructure Pipeline (NIP)
NPCSCB	National Programme for Civil Services Capacity Building
NTPC	National Thermal Power Corporation
NPC	National Productivity Council
NPTI	National Power Training Institute
NSB	NTPC School of Business
OM	Operations and Maintenance



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Acronym	Full form
PIB	Public Investment Board
PMDP	Prime Minister's Development Package
PMHRC	Prime Minister's Public Human Resource Council
PSP	Pumped Storage Projects
PPP	Public Private Partnership
PSDF	Power System Development Funds
PSU	Public Sector Undertaking
R&D	Research and Development
R&M	Renovation & Modernization
RE	Renewable Energy
REC	Rural Electrification Corporation
RIO	Regional Inspectorial Organization
RLDC	Regional Load Despatch Centre
RPC	Regional Power Committees
RPO	Renewable Purchase Obligation
RPSO	Regional Power Survey Offices
RSoP	Research Scheme on Power
RTI	Right to Information
SDG	Sustainable Development Goal
SERC	State Electricity Regulatory Commission
S&I	Survey & Investigation
SLDC	State Load Despatch Centre
SO	Section Officer
TERI	The Energy and Resources Institute
TPPs	Thermal Power Projects
TPSDI	Tata Power Skill Development Institute
UMPP	Ultra-Mega Power Projects
US	Under Secretary
UT	Union Territory
VGf	Viability Gap Funding

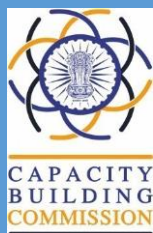


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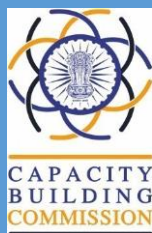


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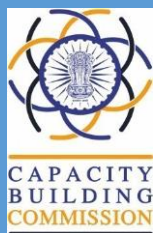
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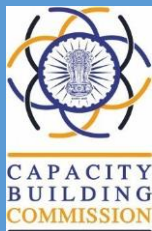
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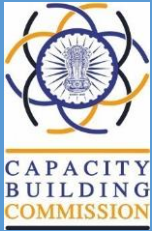


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I. Executive Summary

Context

Mission Karmayogi is a comprehensive civil service capacity building program launched by the Government of India in September 2020. By focusing on competency-driven training and development, the program will equip civil servants with the skills and attributes they need to navigate the complexities of the future. The program is based on the philosophy of creating an ecosystem thriving on "competency driven training and human resource management" by transitioning from a 'rules-based' system to a 'roles-based' system. The Capacity Building Commission (CBC) has been set up to oversee the implementation of Mission Karmayogi. CBC is responsible for developing and implementing Annual Capacity Building Plans (ACBPs) for all government ministries and departments. The ACBPs are designed to identify and address the specific training needs of civil servants at all levels. The program's commitment to digital advancement will also help to streamline operations and deliver world-class learning experiences. A special purpose vehicle has been established to manage the iGoT platform, a cutting-edge learning ecosystem designed to streamline operations and deliver world-class learning experiences.

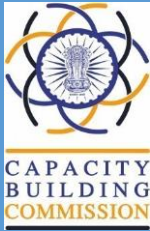
Annual Capacity Building Plan (ACBP)

The Annual Capacity Building Plan (ACBP) for CEA has been developed as part of Mission Karmayogi. The CEA's ACBP is a significant initiative that will help to transform the organization and its workforce. By focusing on competency-driven capacity building, the ACBP will equip CEA staff with the skills and attributes they need to meet the challenges and opportunities of the future. The ACBP is tailored to cater to the needs of the organization, aligning capacity-building efforts with the demands of the dynamic power sector. The ACBP identifies key strategic and domain, functional and behavioral areas within CEA and outlines specific capacity building initiatives that need to be implemented to address the needs of each identified area.

Capacity Building Approach

The development of the ACBP began with an exercise to align the roles, and responsibilities of the various wings and divisions with the overall vision of the organization. This was followed by meticulous data collection, using both individual and organizational questionnaires, to gain insights into the competency needs and proficiency levels of staff. The capacity building approach is comprehensive and is designed to equip its staff with the skills and knowledge they need to support the organization's vision of ensuring reliable 24x7 power supply of adequate quality to all consumers in the country. The capacity building approach is guided by three key lenses:

- **National Priorities:** Ensuring that the organization's capacity building initiatives are aligned with the national priorities of energy security, reliability of supply, reducing carbon footprint, universal access to electricity and RE integration



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- *Emerging Technologies:* Commitment to leveraging emerging technologies to improve its efficiency and effectiveness and to better serve citizens
- *Citizen Centricity:* Placing citizens at the center of capacity building efforts, with a focus on engagement, consumer safety, and information dissemination

Within these lenses, the following are the key areas that need to be strengthened:

- *National Priorities:* Strengthen its capacity in areas such as sustainable energy planning, renewable energy integration, energy transition, energy storage, environment improvement programs
- *Emerging Technologies:* Build capacity in areas such as battery energy storage systems (BESS), smart grids, smart meters, cybersecurity, flexibilization of thermal plants, distribution automation, Internet of Things (IoT) and artificial intelligence/machine learning (AI/ML)
- *Citizen Centricity:* Enhance its capacity to engage with industry stakeholders, protect consumers, and disseminate information more effectively

Capacity Needs Assessment

The competency needs assessment identified specific needs in three categories for individual staff: domain, functional, and behavioral skills.

Domain Skills: Common domain skills identified across all wings are Major Acts, Laws, and Policies; Planning and Project Management; National Infrastructure Pipeline; Cyber Security; and International best practices. In addition to these common domain skills, each wing has its own specific domain skills requirements.

- Planning wing identified need for skill enhancement in energy modelling tools, long-term forecasting software tools, technical expertise related to integration of renewables including balancing sources requirement, energy storage, grid balancing etc., development of in-house project monitoring tools/portal
- Thermal wing identified need for skill enhancement in project monitoring, coal block allocation, coal mining, flexibilization technology, new and emerging clean energy technologies in thermal sector such as hydrogen co-firing in gas turbines, ammonia in coal based TPS, carbon capture usage and storage (CCUS), best practices in fuel management
- Hydro wing identified need for skill enhancement in reservoir simulation tool; advanced excel; project monitoring tools such as Primavera, MS Projects which are also used by other central sector PSUs like NHPC for monitoring of projects; design & engineering of electrical & mechanical (E&M) concepts; simulation software training; know-how of international standards such as International Electro-technical Commission (IEC), British Standards (BS) etc.

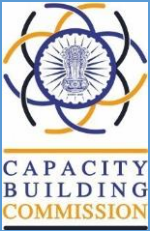


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- Power Systems wing identified skill enhancement in operation of software related to load flow studies; planning of transmission system and commensurate communication system with high penetration of RE sources; changes in design & engineering aspects for transmission lines and sub-stations in view of high RE; latest testing methods of different electrical equipment and installations for carrying out electrical inspections; computation of voltage induced by the transmission lines in nearby telecom circuits of railways, defense and telecom companies ; latest trends and advancements in power system communication network
- Grid Operations & Distribution wing identified need for skill enhancement in smart grid, cyber security, automation technologies in distribution system, smart distribution system, SCADA and related data analysis; MS-excel advanced tools for data analytics; transmission network planning; regional grid operation matters
- Economic & Commercial wing identified need for skill enhancement in project appraisals, development of tariff models, bidding procedures, tariff based competitive bidding (TBCB), contract management principles, financial & commercial aspects of examination of proposals
- The Office of PCE-I identified the need for skill enhancement in training data analytics tools and techniques for analysis officers to make better training-related decisions. They also highlighted the importance of enhancing both verbal and written communication skills for clearer and more effective interactions. Additionally, skills in designing, implementing, and evaluating training programs is needed. Furthermore, the management of the library and resource center for CEA in digital form was emphasized. There is also a highlighted need for the availability of the latest publications/journals on various BIS standards, international standards, and other international journals.
- Office of PCE-II identified need for skill enhancement in database design, development in any full application stack, procurement guidelines and regulations for GeM portal; 500 MW/660 MW thermal simulator training, flexibilization technology
- Office of Secretary identified need for skill enhancement in budgeting and re-appropriation ways, financial management, fund allocation & monitoring, noting & drafting, know-how of procurement and disbursement guidelines for various consumable items for government staff, administrative management
- Vigilance identified need for skill enhancement in role of inspecting officer (IO)/presenting officer (PO) in conducting enquiries, public procurement guidelines and processes, ethics and governance

Functional Skills: The following were identified as key functional skills – noting, drafting, advanced excel, MS word, TBCB guidelines, database management; AI, ML, IoT applications in energy, cyber security, cyber hygiene



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Behavioral Skills: The following were identified as key behavioral skills - effective communication and presentation skills, time management, inter-personal skills, office procedures, code of conduct for government employees

To strengthen the organizational and institutional capacity and promote efficiency, CEA needs to strengthen the following:

- **Technology and Data:** Integrated monitoring dashboard/database management tool for training database, record-keeping; online knowledge repository
- **Systems and Processes:** Improve mail management, foster meritocracy, institutionalize trainings, firm up policy for training, knowledge sharing sessions
- **Resource and Asset Management:** Ensure workload balance and upgrade IT infrastructure to optimize resource utilization and support the staff
- **Partnerships and Relationships:** Encourage collaborative learning and timely information flow with external stakeholders to build partnerships; encourage peer learning, greater knowledge sharing between various wings/divisions
- **Personnel Management:** Recognize merit, implement clear performance standards, and encourage leadership to recognize and reward meritorious staff

Training Plan

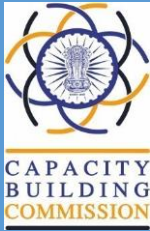
The training plan to strengthen the staff competencies across the three skill categories is as:

Training Course Identification: The courses have been carefully chosen through methods like gap analysis and stakeholder interviews, tailored to organizational needs, sustainability, industry relevance, and comprehensive coverage.

Training Interventions: To cater to varied learning preferences, varying options such as Digital Courses for quick, widespread knowledge; Phygital Courses combining online and physical elements, and Physical Courses for select topics have been suggested. Most of the courses are already available through key training partners and platforms like Administrative Staff College of India (ASCI), Central Board of Irrigation & Power (CBIP), Engineering Staff College of India (ESCI), National Power Training Institute (NPTI), NTPC School of Business (NSB), Indian Institute of Public Administration (IIPA), National Productivity Council (NPC), Tata Power Skill Development Institute (TPSDI), BSES, iGoT Karmayogi e-learning platform etc.

Categorization by Levels: Courses have been strategically categorized into Level 1 (basic understanding), Level 2 (intermediate), and Level 3 (advanced/in-depth), based on content depth and interaction.

Flexible Timeline: The timeline for training interventions is tailored to employee needs and organizational priorities, ensuring structured knowledge and skill acquisition. A recommended training mode is self-learning through the bite-sized e-learning modules on iGoT.



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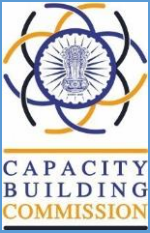
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Training across the Employee Life-Cycle: Training calendar will cover the complete employee life cycle from induction, field experience, e-learning and mid-career trainings at regular intervals of the employee career span. These would include:

- Induction program is for the new joiners i.e. Assistant Director (AD) and would typically be for 9-10 weeks. This would be a mix of online and physical courses on power sector overview, generation, transmission, distribution, renewables, trading and power exchanges, regulatory area etc.
- Field exposure will be a hands-on training program wherein an employee is deputed at one of the power sector organizations and is expected to carry out learning on-the-job at the deputed place. This program would be for a minimum period of 8 months (by 7th/8th year of employee life cycle). This would typically be held at institutes such as NTPC, POWERGRID, NHPC, THDC, SJVN and others which are leading power sector PSUs in the country. By 9th-20th year of employee life cycle (or till officer becomes eligible for SAG) an employee is expected to have a minimum of 52 months hands-on exposure and/or field experience.
- Mid-career trainings will be held at regular intervals of the employee life cycle usually linked to the promotion cycle of the employee. These would typically be undertaken when the employee is promoted to the next level and customized according to the needs at that level. These would typically be held for 1-2 weeks duration at partner training institutes such as NTPC, NHPC, PowerGrid and others
- Additionally, an employee is expected to undertake online courses such as those on i-GoT, Udemy, Coursera and other digital platforms (e-learning) at regular intervals such as 1 training program every month. This has to be monitored by the designated division/nodal officer and suitably incentivized by either being linked to promotion or recognized at internal award platforms
- Suggested training calendar, training programs, and training institutes for a typical employee lifecycle, as well as budget provisions, are **indicative** and can be modified and customized by CEA according to their **organizational and individual needs**

Recommendations: A series of recommendations are proposed at various levels to enhance the organization's capacity at the organization level such as:

- Digital Training - Functional and behavioural, specific domain courses accessible to all personnel through online learning platforms such as iGoT, Udemy, Coursera, DataCamp etc.
- Knowledge Repository - Develop a knowledge repository division-wise which has key documents, learning resources, previous training material, specific references etc. accessible to all CEA personnel through an integrated online platform
- Database Management Tool - Database management tool for training database, record-keeping and compliance reporting
- Institutionalization of Trainings - Linkage of trainings with career progression and promotion incentive
- Invest in upgrading IT infrastructure



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- Promote peer learning through structured knowledge sharing sessions
- Recognize and reward participation in knowledge sharing activities to foster a culture of learning and collaboration

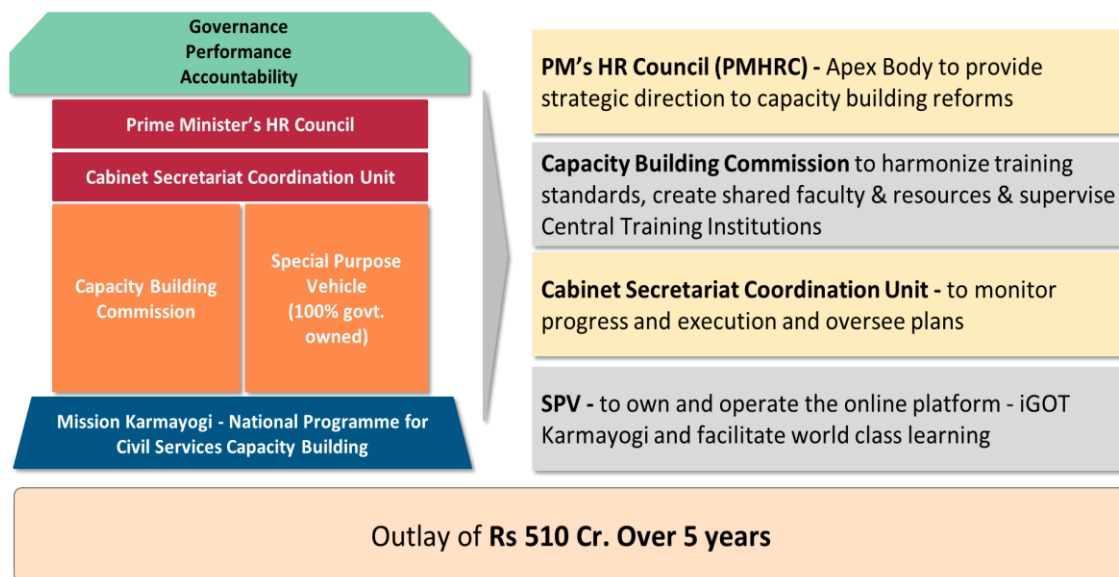
In conclusion, by implementation of the recommended initiatives and training plan, CEA can strengthen its organizational working and enhance efficiency across the various divisions through the three lenses of national priority, emerging technology and citizen centricity.

II. Introduction

Mission Karmayogi¹ also known as the National Programme for Civil Services Capacity Building (NPCSCB) was launched by the Union Cabinet in September 2020². It aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. The framework for implementation and monitoring of the program involves the Prime Minister’s Public Human Resource Council (PMHRC) as the apex body. Under this body, the Cabinet Secretariat Coordination Unit monitors the implementation of NPCSCB, aligns stakeholders and provides mechanism for overseeing development of the capacity building plans. A Capacity Building Commission has been set up for functional supervision of training institutions and facilitating preparation of the annual capacity building plans (ACBPs). A special purpose vehicle is also set up for operating the digital assets created for NPCSCB on behalf of Government of India.

The figure below illustrates the structure of NPCSCB.

Figure 1: Details of Mission Karmayogi

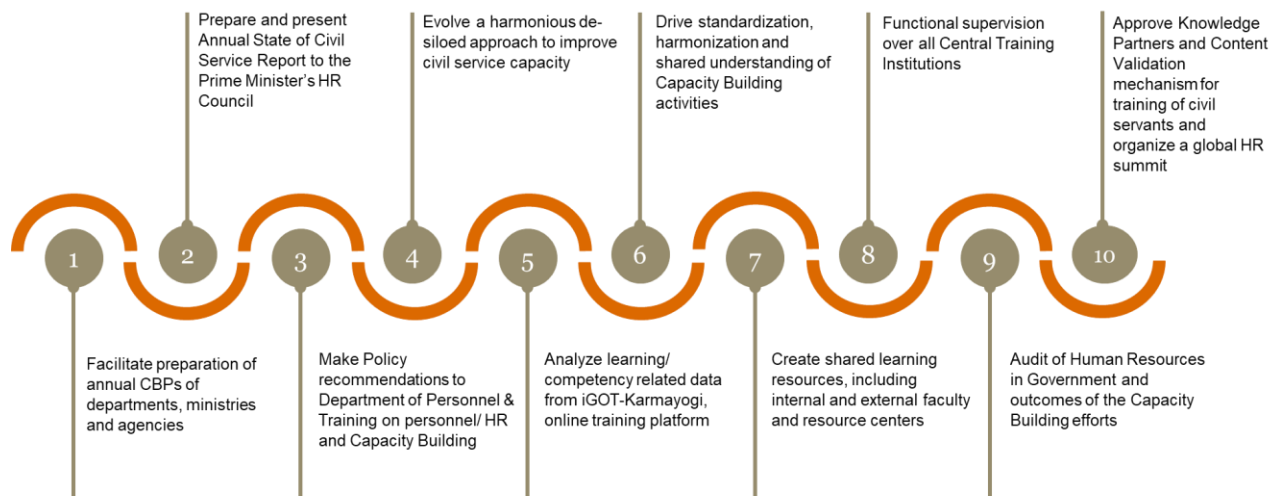


¹ Mission Karmayogi, DoPT. Link- <https://dopttrg.nic.in/iGoTmk/NPCSCB.html>

² Press Information Bureau, GoI. link-<https://pib.gov.in/PressReleaseframePage.aspx?PRID=1655663>

The mandate of the Capacity Building Commission (CBC) is as shown below:

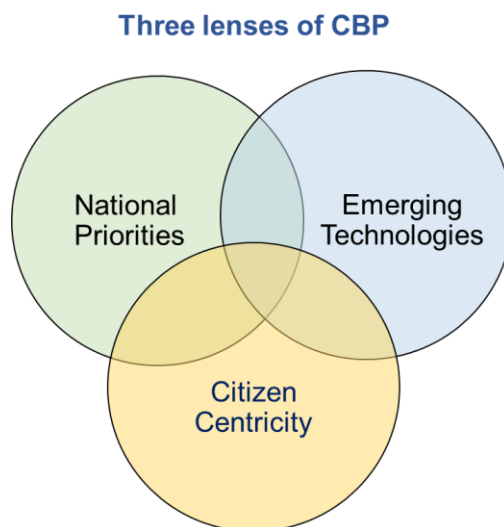
Figure 2: Mandate of Capacity Building Commission



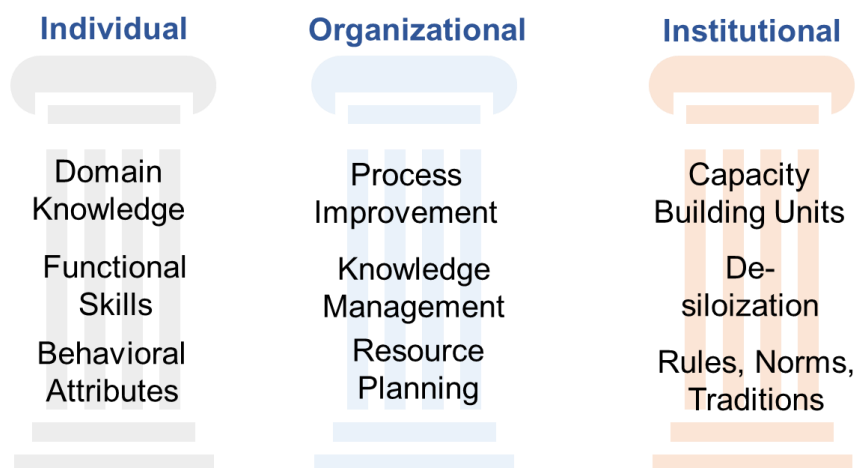
Guiding principles of Capacity Building plan are presented in the figure below:

Figure 3: Guiding Principles of Capacity Building Plan

GUIDING PRINCIPLES OF CAPACITY BUILDING PLAN



Three pillars of CBP



Capacity Building Unit (CBU)

In reference to Mission Karmayogi and in view of the Capacity Building Plan, Capacity Building Unit has been created in Central Electricity Authority (CEA) under the Chairmanship of Principal Chief Engineer - I. The composition of CBU consists of the following members:

Table 1: Composition of CBU

No.	Members	Designation
1	Shri M P Singh, Principal Chief Engineer - I	Chairperson
2	Shri R P Pradhan, Chief Engineer (HPP&I)	Member
3	Ms. Vandana Singhal, Chief Engineer (DP&R)	Member
4	Shri T Venkateshwarlu, Chief Engineer (TE&TD)	Member
5	Shri Irfan Ahmed, Chief Engineer (PDM)	Member
6	Shri Gautam Gosh, Chief Engineer (F&CA)	Member
7	Shri S K Maharana, Chief Engineer (PCD)	Member
8	Shri Saumitra Mazumdar, Chief Engineer (I/C), IT Cell & Procurement	Member
9	Shri Ajay Kumar Arya, Director (Administration)	Member Secretary

A. Organizational Overview

This chapter describes the mandate, organization structure, roles and responsibilities and operational contexts for Central Electricity Authority (CEA). CEA operates under the Ministry of Power (MoP).

Power Sector Structure in India

In India, Power is a concurrent subject with sharing of responsibilities between Central and State Governments; structured planning and regulatory processes ensure a coordinated approach to develop the Power sector.

	Center	State
Policy	Ministry of Power	State government
Planning	Central Electricity Authority	State government
Regulation	Central ERC	State ERC
Dispute resolution	Appellate Tribunal	
System operators	NLDC, RLDC Grid India	State LDC
Generation entities	Central government owned generating stations	State government owned generating stations
	IPPs selling to multiple states	IPPs selling within a single state
Transmission entities	Central Transmission Utility (PGCIL)	State Transmission Utility
Market intermediaries	Traders & Exchanges	---
Distribution entities	---	Government and private owned utilities

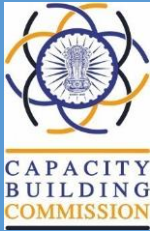
Legend:

ERC – Electricity Regulatory Commission
IPP – Independent Power Producers

LDC – Load Dispatch Centre
PGCIL – Power Grid Corporation of India Ltd.

Organizational Overview - CEA

Central Electricity Authority is a statutory organization under the MoP originally constituted under Section 3(1) of the repealed Electricity (Supply) Act, 1948 and since substituted by Section 70 of the Electricity Act, 2003. It was established as a part-time body in the year 1951 and made a full-time body in the year 1974.



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The functions and duties of CEA are delineated under Section 73 of the Electricity Act, 2003. Besides, CEA has to discharge various other functions as well under Section 3 (National Electricity Policy & Plan), Section 8 (Hydro Electric Generation), Section 34 (Grid Standards), Section 53 (Provision relating to Safety and Electric Supply), Section 55 (Use of Meters), Section 68 (Provisions related to overhead lines), Section 164 (Grant of authorisation to Transmission Service Providers) and Section 177 (Making of Regulations) of the Electricity Act, 2003.

As per Section 70(3) of the Electricity Act, 2003, the Authority shall consist of not more than fourteen members (including its Chairperson) of whom not more than eight shall be full-time Members to be appointed by the Central Government.

CEA is headed by a Chairperson who is the Chief Executive of the Authority. A Secretary, appointed by the Authority with the approval of the Central Government under Section 72 of the Electricity Act 2003, assists the Chairperson in discharging of CEA's statutory functions. The Secretary also assists the Chairperson in all matters pertaining to administration and technical matters including concurrence of hydro power projects etc.

There are six key wings namely Planning, Hydro, Thermal, Grid Operation & Distribution, Power System and Economic & Commercial each headed by a Member of the Authority. Besides, there are two offices each working under a Principal Chief Engineer-I and II respectively. Lastly, there is an Office headed by a Secretary which mainly oversees administrative tasks. Under each Member, there are technical Divisions, headed by an officer of the rank of Chief Engineer.

Sub-ordinate offices of CEA

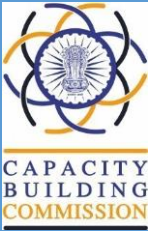
There are 14 subordinate offices of CEA viz. five (5) Regional Inspectorial Organizations (RIOs), four (4) Regional Power Survey Offices (RPSO) and five (5) Regional Power Committees (RPC) located in various parts of the country.

Regional Inspectorial Organization (RIO)

Under Chief Engineer (CEI) in Power System Wing, five (5) Regional Inspectorial Organization (RIO) offices, each headed by an officer of the rank of Superintending Engineer, function at New Delhi, Mumbai, Chennai, Kolkata and Shillong to carry out inspection of electrical installations of the Central Governments, Union territories and installations of utilities eligible as interstate utilities.

Regional Power Survey Offices (RPSOs)

Four (4) Regional Power Survey Offices (RPSOs), each headed by an officer of the rank of Deputy Director, function at New Delhi, Mumbai, Bengaluru and Kolkata under Chief Engineer (PDM&LF) in the Planning



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Wing to carry out surveys to forecast the demand of power in their respective regions and are entrusted with the work of gathering information for Captive Power Plants.

Regional Power Committees (RPCs)

Five (5) Regional Power Committees (RPCs), each headed by a Member Secretary, an officer of the rank of the Chief Engineer, are functioning at New Delhi, Mumbai, Bangalore, Kolkata and Shillong to facilitate the integrated operation of the Regional Electricity Grids.

Vision of CEA

To ensure reliable 24x7 power supply of adequate quality to all consumers in the country.

Mission of CEA

Central Electricity Authority seeks to achieve its vision by performing its statutory function by providing technical support base to all stakeholders in the power sector, to support Ministry of Power for forming policies in the power sector, to make technical standards & regulations, to carry out project monitoring, to disseminate power sector information and to upgrade skills of human resources in the power sector of the country.

Principal polices and regulatory frameworks for Power Sector

The **Electricity Act, 2003** ("Act") is the key legislative instrument governing the power sector – it provides a consolidated legal framework covering generation, transmission, distribution, trading and supply of electricity. The Act provides a framework to ensure universal electricity access and supply to all areas, develop the electricity industry, promote competition, protect interests of consumers, rationalize electricity tariffs, ensure transparent policies regarding subsidies, amongst others. It also describes constitution, powers and functions of the Central Electricity Authority and Electricity Regulatory Commissions, amongst others.

Overall policy and planning for the power sector is guided by three principal instruments:

1. **National Electricity Policy, 2005:** It lays guidelines for accelerated development of the power sector, providing supply of electricity to all areas and protecting interests of consumers and other stakeholders keeping in view availability of energy resources, technology available to exploit these resources, economics of generation using different resources, and energy security issues. *One of the primary guidance provided is to the Central Electricity Authority for preparation of the National Electricity Plan for development of the electricity system.* Besides this, the policy addresses the following issues:
 - Rural electrification

- Generation
 - Transmission
 - Distribution
 - Recovery of cost of services and providing targeted subsidies
 - Technology development, Research and Development (R&D)
 - Competition aimed at consumer benefits
 - Financing power sector programmes including private sector participation
 - Energy conservation
 - Environmental issues
 - Training and human resource development
 - Cogeneration and non-conventional energy sources, and
 - Protection of consumer interests and quality standards
2. **National Electricity Plan:** The *Central Electricity Authority* is required to frame the *National Electricity Plan* once every five years and revise the same from time to time in accordance with the *National Electricity Policy*. It covers short term (5 years) and perspective (15 years) plans for development of the electricity system and coordinating the activities of various planning agencies. The plan includes:
- Short-term and long-term demand forecast for different regions
 - Suggested areas/ locations for capacity additions in generation and transmission keeping in view the economics of generation and transmission, losses in the system, load centre requirements, grid stability, security of supply, quality of power including voltage profile etc. and environmental considerations including rehabilitation and resettlement
 - Integration of such possible locations with transmission system and development of national grid including type of transmission systems and requirement of redundancies
 - Assessment of different technologies available for efficient generation, transmission and distribution
 - Assessment of fuel choices based on economy, energy security and environmental considerations
3. **National Tariff Policy, 2006:** The objectives of the tariff policy are to:
- Ensure availability of electricity to consumers at reasonable and competitive rates
 - Ensure financial viability of the sector and attract investments
 - Promote transparency, consistency and predictability in regulatory approaches across jurisdictions and minimize perceptions of regulatory risks, and
 - Promote competition, efficiency in operations and improvement in quality of supply

The tariff policy provides for competitive procurement of power by distribution licensees through a transparent process, performance-based cost of service regulation, determining tariffs through recovery

of revenue requirement and costs, multi-year tariff framework, linkage of tariff to cost of service and tariff design, structuring.

Functions of CEA

As mentioned earlier, the key functions of CEA are mentioned in Section 73 of the Act. Besides, CEA has to discharge various other functions as well under Sections 3, 8, 34, 53, 55, 68, 164 and 177 of the Act. These are enumerated as below.

- Advisory role to the Central Government
 - All technical matters related to electricity generation, transmission and distribution
 - National Electricity Policy
- Formulation of short-term, medium- and long-term plans for developing the electricity system
 - National Electricity Plan
 - Integrated Resource Plan
 - Electric Power Survey
- Formulate and specify a wide variety of technical standards and requirements for
 - Construction of power plants, network lines and connectivity systems
 - Safety requirements for construction, operation and maintenance of electrical plants and network
 - Grid operations
 - Installation of bulk energy meters
- Planning and Coordination
 - Co-ordinate activities of different planning agencies to develop the electricity system
 - Promote and assist in the timely completion of schemes
- Appraisal and Monitoring
 - Fuel supply to power plants in terms of quality and quantity
 - Power project development
 - Renewable Energy Sources development
- Data collection and reporting
 - Collect and record the data concerning generation, transmission, trading, distribution and utilisation of electricity
 - Publication of power sector statistics
- Other activities
 - Advisory to various sector entities on operating and maintaining electricity system
 - Advancement of skills of industry people
 - Research & Development
 - Overseeing provisions related to overhead lines
 - Grant of authorisation to Transmission Service Providers (TSPs)

Long term Vision, Priorities and Interventions required

The Government of India has set ambitious goals across multiple sectors, to be achieved by the year 2047, the 100th year of independence. Amongst sectors, the goals for Energy and Resources sectors (which have a close relationship with the Power sector) are as described below:

Goals	Sub-Goals				
1. Green growth with focus on job creation	Scale up clean energy generation		Support employment creation and just transition		Reduce emission intensity of the economy
2. Cost competitiveness and innovation leadership	Reduce regulation, limited to essentials	Competitive and market-based procurement of energy & resources	Reliable and competitive electricity	Cost optimization through operational efficiencies	Strengthen research and innovation
3. Harnessing indigenous resource wealth	Ramp up exploration and production of resources	Increase utilization of indigenous energy resources	Enhance green hydrogen and green ammonia production	Reduce import dependence	Circular resource utilization in the resources sector
4. Reducing resource vulnerability	Develop regional electricity grids		Make the energy and resources sector climate resilient		
5. Leading Manufacturing Hub for the World	Strengthen indigenous manufacturing		India to become a global export hub		

As an organization governing the power sector, considering the above goals, MoP has outlined following priorities for the sector. Since the two sector bodies MoP and CEA are closely linked, the sector priorities as laid out by MoP, are equally important for CEA in laying down its future policy and plan roadmap.



To fulfill these priorities, MoP has set the below ambitious sector targets to be achieved by 2047:

- To provide cost-competitive and quality electricity to its citizens by enhancing the share of market traded electricity to 50% (*presently³ at 7%*) and improving SAIDI⁴ to 1-4 minutes (*presently at 10-100 minutes*)
- To be amongst the top 3 countries in renewable energy (RE) capacity, with 90% of the installed capacity (*presently at 42%*) coming from non-fossil⁵ fuel sources
- To enhance electrification of economy by doubling the share of electricity in energy mix to 34% (*presently at ~17%*)
- To increase EV adoption in the country to 30% in 2030 and 100% in 2047 (*from 2% in 2022*)
- To be a leader in climate action through delivery of enhanced climate commitments such as emission reductions

Concerted efforts would be required across all sub-sectors of power to achieve the above targets. The levers to achieve the targets are as follows:

<u>Thermal</u>	<u>Transmission</u>	<u>Distribution</u>
<ul style="list-style-type: none"> • Flexible operation of TPPs (conduct feasibility studies, technology studies, pilots) • Strengthen fuel supply logistics to enhance and secure fuel supply to TPPs • Ensuring adherence of environmental norms by TPP 	<ul style="list-style-type: none"> • Scale up transmission infrastructure (lines and substations) • Increase no. of grid connections with other countries to 9 by 2030 • Expand regional grid connections with Southeast Asian countries 	<ul style="list-style-type: none"> • Enhance energy accounting and audit through 100% feeder, transformer, and consumer metering • Ensure DISCOM financial viability through better subsidy accounting, clearance of Government dues and reduction in regulatory assets • Use of high-capacity conductors for loss reduction

³ As of December 2022

⁴ SAIDI is System Average Interruption Duration Index which is a measure of the average outage duration experienced by a typical customer

⁵ These include the renewable energy sources (RES) of solar, wind, small hydro, bio-power along with large hydro and nuclear – basically any source which does not involve use of fossil fuels like coal, natural gas, oil, diesel, etc.

<ul style="list-style-type: none"> Promote biomass co-firing in TPPs Promote co-firing of green ammonia and green hydrogen in TPPs Develop criteria and policy for retiring and repurposing of old TPPs PSU JVs to set up nuclear projects (e.g. NTPC-NPCIL) 	<ul style="list-style-type: none"> Increase in unmanned sub-stations Use of advanced tech (Dynamic Line Rating, Drones) Smart grids, AI, ML, IoT Cybersecurity 	<ul style="list-style-type: none"> Expanding smart metering for consumers 100% Agriculture feeder separation Reduce SAIFI and SAIDI Theft reduction and MBC efficiencies Smart grids, AI, ML, IoT Establish cybersecurity operation centres in major urban areas
<p><u>Hydro</u></p> <ul style="list-style-type: none"> Accelerate capacity addition in hydro -Expand hydropower capacity (71 GW by 2030, 121 GW by 2047) Expand pumped storage hydro capacity Bundling of hydropower with RE and storage 	<p><u>Storage</u></p> <ul style="list-style-type: none"> Expand pumped storage hydro capacity Explore feasibility of diverse storage technology (hydrogen, aluminium-air battery) 	<p><u>Energy Conservation, Energy Transition and Electric Vehicles (EC ET & EVs)</u></p> <ul style="list-style-type: none"> Develop institutional mechanisms and capacities for Green energy markets, Carbon markets Commercialize technologies for electrification of industrial processes, equipment, and logistics Scale up demand-side interventions (ToD tariff, DR, V2G) to support RE Install charging infrastructure Design tariff and non-tariff incentives/subsidies for setting up EV charging infrastructure Policy for RE-based charging, Guidelines for charging electric vehicles at homes
<p><u>Power markets</u></p> <ul style="list-style-type: none"> Introduce ancillary and capacity markets, physical delivery-based forward contracts, financial derivatives Shorten PPA tenure Harmonize rules for power banking 	<p><u>Regulatory & Compliance</u></p> <ul style="list-style-type: none"> Payment security for RE projects 100% RPO compliance Monitoring of targets and penalize non-compliance Competition in distribution Multiple suppliers in a license area Simplify entry barrier for private sector, Open access Develop National Grid Code (CERC) Regulatory frameworks for regional electricity trading 	<p><u>Tariffs</u></p> <ul style="list-style-type: none"> Cost reflective tariffs Reduce cross subsidy to 20% of ACoS
<p><u>Indigenous manufacturing and Global export hub</u></p> <ul style="list-style-type: none"> Policies for incentivizing production 		

- Guidelines for manufacturing zones
- Enhance domestic production of critical inputs for power equipment
- Develop 2 brownfield and 1 greenfield manufacturing zones by 2027
- Standardize product ratings and specifications, Increase industry participation in the International Electro-technical Commission
- Develop state of the art testing facilities

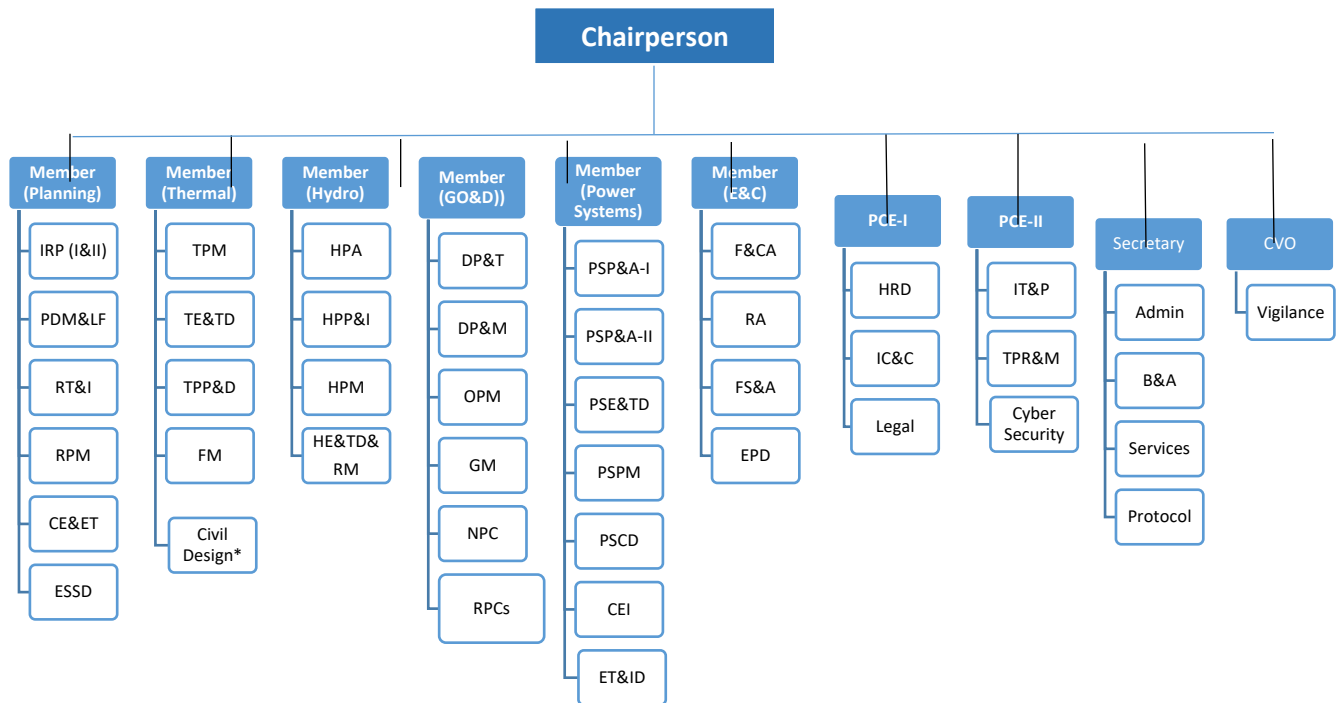
All these aspects would be critical in laying down the future roadmap of CEA in terms of enhancing skill capacity, resource strength, infrastructure upgradation etc. Skill-gap assessment and corresponding training interventions would have to be developed in line with the emerging power sector trends as showcased above.

Organizational structure

As mentioned earlier, there are six key wings namely - Planning, Hydro, Thermal, Grid Operation & Distribution, Power System and Economic & Commercial each headed by a Member of the Authority. Besides, there are two additional offices each working under a Principal Chief Engineer - I and II respectively. Lastly, there is an office headed by a Secretary which largely oversees administrative tasks. Central Vigilance Officer (CVO) also reports directly to the Chairperson.

The organizational structure of CEA is represented below:

Figure 4: Organizational structure of CEA



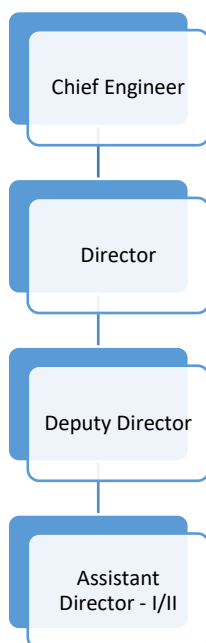
Source: CEA

*Manned by ex-cadre officers of Central Water Commission (CWC)

Each division is headed by a Chief Engineer (CE). Below the CE, there are Directors, which have Deputy Director (DD) and Assistant Director (AD) working under them. All technical divisions have officers of CPES (Central Power Engineering Service) cadre, Secretary office has mostly officers of non-CPES cadre.

The typical division-level hierarchy is as represented below.

Figure 5: Illustrative division-wise hierarchy



Source: CEA

Segregation of roles and responsibilities amongst the various wings/offices of CEA

The roles and responsibilities of the different wings/offices of CEA are as below.

Table 2: Roles and Responsibility of CEA wings/offices

No	Wing/Office	Divisions	Key Responsibilities
1.	Planning	<ul style="list-style-type: none"> Integrated Resource Planning (IRP&II) Power Data Management & Load Forecasting (PDM&LF) Renewable Technology and Integration (RT&I) Renewable Project Monitoring (RPM) Clean Energy & Energy Transition (CE&ET) Energy Storage Systems Division (ESSD) 	<ul style="list-style-type: none"> Formulation of National Electricity Plan Integrated resource planning Coordinating the activities of planning agencies for optimization of resource utilization Formulation of short, medium and long-term power plans Long and short-term demand forecast and sensitivity studies Identification and testing of co-lateral parameters for economic model for demand forecasting Collection, compilation, and publication of statistics of power sector

No	Wing/Office	Divisions	Key Responsibilities
			<ul style="list-style-type: none"> • Development of renewable energy resources for electricity generation etc. • Policy and regulatory issues related to energy transition and coordination of related activities • Formulation of comprehensive National Energy Storage Policy • Technical regulations and standards pertaining to Energy Storage Systems
2.	Thermal	<ul style="list-style-type: none"> • Thermal Project Monitoring (TPM) • Thermal Engineering & Technology Development (TE&TD) • Thermal Project Planning & Development (TPP&D) • Fuel Management (FM) 	<ul style="list-style-type: none"> • Overall thermal power development in the country • Updating, development and evaluation of thermal technologies • Design and engineering of thermal projects • Quality assurance standards and plans • Preparation of model documents • Thermal projects investigation and ash utilization • Monitoring of construction and stabilization of thermal projects • Coal, oil and gas linkages to power projects • Operating norms for TPPs • Development of Ultra Mega Power Projects (UMPPs) etc.
3.	Hydro	<ul style="list-style-type: none"> • Hydro Project Appraisal (HPA) • Hydro Project Planning & Investigation (HPP&I) • Hydro Project Monitoring (HPM) • Hydro Engineering & Technology Development and Renovation & Modernisation (HE & TD & RM) 	<ul style="list-style-type: none"> • Overall hydro power development in the country • Technical appraisal of hydro projects • Integrated planning for utilization of water resources • Assessment of hydro potential • Assistance to states on investigation and project report preparation • Construction & investigation, monitoring of hydro projects and suggesting remedial measures to problems • Environmental aspects of hydro projects

No	Wing/Office	Divisions	Key Responsibilities
			<ul style="list-style-type: none"> Quality assurance plans and standardization, design and engineering of hydro projects Renovation, modernization and up-rating of hydro stations Cooperation with neighbouring countries of Nepal, Bhutan and Myanmar for development of water resources for mutual benefits etc.
4.	Grid Operation & Distribution	<ul style="list-style-type: none"> Distribution Planning & Technology (DP&T) Distribution Policy & Monitoring (DP&M) Operation Performance Monitoring (OPM) Grid Management (GM) National Power Committee (NPC) Regional Power Committees (RPCs) 	<ul style="list-style-type: none"> Formulation of policies for safe, secure and economic operation of regional grids Integrated operation, co-ordination of five regional grids through Regional Power Committees (RPCs) Examination of DPRs/monitoring of projects funded from PSDF Temporary re-allocation of surplus power of CGS for one day or more than one day on PUSHp portal Monitoring of delivery of shares from Central Sector projects Intra and interregional exchange of power Regional energy accounting Load generation balance Investigation of grid disturbances Matters related to distribution planning, policy and regulations Monitoring of rural electrification programme and distribution schemes of the Central Government Matters relating to power development in union territories Operation monitoring and performance review of thermal power stations Analysis and monitoring of grid disturbance on regional/ national basis and implement recommendations of grid disturbance committee

No	Wing/Office	Divisions	Key Responsibilities
5.	Power Systems	<ul style="list-style-type: none"> Power System Planning & Appraisal-I (PSP&A-I) Power System Planning & Appraisal-II (PSP&A-II) Power System Engineering & Technology Development (PSE&TD) Power System Project Monitoring (PSPM) Power System Communication Development (PSCD) CEI (Chief Electrical Inspectorate) ET&ID (Emerging Technology & Innovation Division) 	<ul style="list-style-type: none"> Planning and development of transmission system consistent with national power plans Studies for the purpose of appraisal of transmission projects Transmission technology development Design and engineering Standardization and preparation of model document Renovation and modernization of transmission schemes Construction, monitoring of transmission projects Coordination of telecommunication system and power lines Development of reliable communication for power system operation Advising power utilities on matters related to telecommunication, SCADA/EMS & telemetry Inspection of existing electrical installations in Union Territories and Central Government Departments Investigation of accidents on electrical installations and suggesting remedial measures for their minimization and prevention etc. Activities related to Green Hydrogen Cell constituted under Chief Engineer (R&D) Activities related Electric Vehicle Charging Infrastructure (EVCI) guidelines and related works
6.	Economic & Commercial	<ul style="list-style-type: none"> F&CA (Financial & Commercial Appraisal) RA (Regulatory Affairs) FS&A (Financial Studies & Analysis) Economic Policy Division (EPD) 	<ul style="list-style-type: none"> Economic evaluation of power policies and projects Appraisal of tariff for Nuclear Power Stations Analysis of financial packages, financial parameters, interest during construction and completed cost Performance of power sector utilities

No	Wing/Office	Divisions	Key Responsibilities
			<ul style="list-style-type: none"> • Examination of Power Purchase Agreement • Amendments in Electricity Act, 2003 National Electricity Policy, Tariff Policy and Electricity Rules
7.	Office of Principal Chief Engineer -I	<ul style="list-style-type: none"> • Human Resources Development (HRD) • International Cooperation and Coordination Division (IC&C) • Legal 	<ul style="list-style-type: none"> • Training policy for power sector • Framing guidelines for recognition/renewal of power training institute • Recognition of training institutes for imparting training in O&M of Generating Plants, Transmission Systems, Distribution Systems and Load Despatch Centres in compliance of CEA Safety Regulations 2023 • Domestic training of CPES officers • Foreign training program for CPES officer • Coordination and compilation of inputs for Parliament questions/VIP reference/RTI matters • Coordination of CEA audit • Advising various power sector entities on techno-legal matters as per provisions of the Act • Finalization of CEA regulations and its notification in the Gazette of India
8	Office of Principal Chief Engineer -II	<ul style="list-style-type: none"> • Thermal Project Renovation & Modernisation (TPR&M) • IT & Procurement Cell • Cyber Security 	<ul style="list-style-type: none"> • Monitoring and coordination of implementation of Renovation & Modernisation (R&M)/Life Extension (LE) of thermal projects • Preparation/review of R&M/LE guidelines • Studies on flexible operation/ low load operation (40%)/ramping up/down of thermal generating units • Development & maintenance of IT Infrastructure in CEA • Implementation and Monitoring of National Power Data Management System (NPDMS) • Implementation of Cyber Security related policies in Indian Power Sector including

No	Wing/Office	Divisions	Key Responsibilities
			implementation of IT Security Standard ISO 27001:2005
9	Office of Secretary	<ul style="list-style-type: none"> Administration Budget & Accounts Services Protocol 	<p>The Secretary (CEA) appointed by the Authority with the approval of the Government of India, assists the Authority in discharge of CEA's statutory functions. The Secretary also assists the Chairperson (CEA) in all matters pertaining to administration including</p> <ul style="list-style-type: none"> Budget planning and expenditure control Protocol Services
10	Vigilance	<ul style="list-style-type: none"> Vigilance 	<p>Vigilance functions include collecting intelligence about the corrupt practices committed, or likely to be committed by the employees of the organization; investigating or causing an investigation to be made into allegations reported to the CVO; processing investigation reports for further consideration of the disciplinary authority concerned; taking steps to prevent improper practices and commission of misconducts etc.</p>

Source: CEA

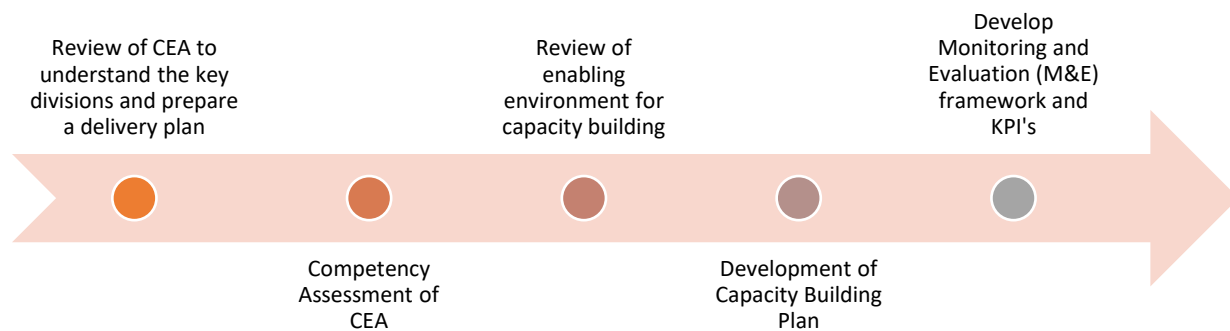
B. Approach and Methodology

The purpose of this study is to identify the capability gaps and competency requirements in CEA and suggest improvement initiatives which shall assist CEA in realizing its vision & goals in a streamlined manner.

These improvement initiatives would form part of the annual CBP. The plan would help in identification of the key challenges in next one (1) to three (3) years. This section covers the approach undertaken by the team to deliver the ACBP.

As part of this study, the team is adopting an agile and consultative approach in defining the broad contours of the CBP. The key activities to be undertaken are as follows:

Figure 6: Key activities to be undertaken in the study



Source: CRISIL Analysis

In the initial stage, secondary research is conducted to understand the mandate, vision, policies, roles, functions, etc. of CEA through website, portals and documents, web search and annual reports. To further broaden our understanding of CEA's priorities, strategic objectives and focus areas, we will also take into account the visioning exercise competed on 9th March 2023 with the Ministry of Power officials and vetted by Secretary (Power).

During the second phase, current capability gaps (in terms of competency, institutional and technological) are identified along with desired competencies for each division based on the self-assessment of the individual staff at CEA. Followed by this, we will be doing a review of enabling environment at the organizational level, mapping the standard processes and functioning.

After assessing the gaps and competency requirements, appropriate initiatives for capacity building will be identified along with their complexity level and capacity building plan will be developed.

Lastly, roadmap for implementation of Capacity Building Plan (CBP) will be formulated for strengthening the competencies of respective divisions under different wings in CEA. Further, an M&E plan will be developed while defining KPIs for each of the activity with clear metrics to measure progress as well as achievement.

Questionnaire

Our methodology included two sets of questionnaires – one for gathering data at Organizational and the other at the Individual level. The Organizational Questionnaire was discussed with the division heads such as Chief Engineer/Director etc. The Individual Questionnaire was filled in by CEA officials and on sampling basis by those below the rank of Assistant Director. The intent is to comprehend sectoral visions, mission, and departmental focus and orient a baseline formulation for capacity-building needs. It broadly covered the following aspects:

- Understand how national priorities and common national goals translate into CEA's goals and objectives within the next 3–5 years. In particular:
 - Domain/sector-specific goal/s
 - Technology goal/s and
 - Citizen centric goal/s
- Key focus areas activities and functions of wing/division/everyone
- Initiatives being undertaken to meet the short- and medium-term goals, and targets/ milestones, if any
- Key skills gap & competency challenges faced by the division/ department/ individual in executing the above objectives

Detailed questionnaires are annexed to this report.

Data collection

Officials from CEA at all hierarchal levels, from AD to Chief Engineer (CPES) were asked to fill in the individual survey form, including the field level officers. During the data collection phase, 65% of the officers filled the information through the forms (CPES). Also, in the Office of Secretary, staff is mostly non-CPES, officers from ASO to Director were asked to fill-in and 20% of this staff filled-in the individual form (sampling basis). Of the CPES officers who were asked to fill-in, 265 responded to the individual questionnaire out of 406 officers. Amongst non-CPES officers, officers from ASO to Director were asked to fill-in, 9 responses were received out of 47 officials.

Of the overall CEs, 76% filled-in the organizational form. In addition, Chief Engineers/Directors of respective divisions were also interviewed to collect data on technology and data, systems and processes, resources and assets, partnerships and relationships, personnel management, etc. to get overview of organizational issues. Overall, response rate from divisions to the questionnaire was 90%. The overall analysis includes results of the online forms as well as physical interviews conducted.

C. Timeline

Table 3: Tabulation of key meetings

No.	Particular	Dates
1	Creation of Capacity Building Unit (CBU) at CEA	11 th May 2023
2	Kick-off meeting between CEA and CRISIL for building of the Capacity Building Plan	21 st July 2023
3	Preparation of Draft Capacity Needs Assessment (CNA) forms for Individual and Organizational levels	21 st July 2023
4	Finalization of CNA questionnaires	21 st August 2023
5	Launch of online CNA questionnaires	26 th August 2023
6	Completion of online CNA questionnaires	20 th September 2023
7	One to one individual interviews	15 th to 27 th September 2023
8	Submission of CNA Report	1 st November 2023
9	CBP presentation to CBU	21 st November 2023
10	Submission of ACBP	29 th December 2023

Source: CEA, CRISIL

About this report

This report describes the organizational mandate, functional structure, roles and responsibilities of CEA in the introduction chapter. Further, the report also presents the AS-IS assessment and competency assessment in the second chapter for CEA.

II. Capacity Needs Assessment

Competency framework

Competency is defined as a combination of skills, knowledge, attributes, and observable behaviors that can be measured and evaluated and enable an individual to perform a task successfully within a given job/role. A competency framework is a broad description of performance and behavioral excellence expected in all the occupational roles within an organization and includes benchmarks against which staff performance can be assessed. Competencies required in an organization can be typically classified into three categories:

- **Domain competencies** – These competencies enable individuals to perform roles effectively within a specialized discipline or field. Domain competencies generally apply to the core work of a Ministry/Department/Organization. For example: tariff policy, planning, policy formulation, electricity plans, appraisal & monitoring, specification of standards, power plant operations, BESS technology, grid operations, distribution outages, smart meters, feeder metering, etc.
- **Functional competencies** – These competencies help cater to the operational requirement of the organization such as administration, procurement, financial management. Functional competencies are applicable across a wide range of ministries/organisations of the Government. For example: E-office, MS Office, budgeting, project management, procurement, data analysis; and
- **Behavioral competencies** – These are a set of benchmarked behaviours displayed (or observed/ felt) by individuals across a range of roles within the organization. For example: communication skills, time management, empathy, leadership

Competencies required by staff of the organization correspond to the individual roles and responsibilities assigned to the staff. We first start with a description of the most granular organizational unit whose staff have similar roles and responsibilities – for CEA, this is a Division – and describe its overall vision, objectives and key responsibilities handled. The roles and responsibilities are then identified for specific staff positions within the organizational unit. The roles and responsibilities differ according to the hierarchical level of the staff, and so do the competencies required. For CEA, three levels of organizational hierarchies can be identified:

Hierarchical level	Responsibility (<i>primary and broader level</i>)	Competencies required (<i>primary and broader level</i>)
Senior management – Chief Engineer (CE), Director (D)	Enabling environment and policy-level actions	High level strategy, governance, planning
Middle Tactical – Deputy Director (DD)	Monitor progress and evaluate outcomes	Domain knowledge, program development, task supervision and management

Hierarchical level	Responsibility (<i>primary and broader level</i>)	Competencies required (<i>primary and broader level</i>)
Operational – Assistant Director (AD)	Execute tasks and activities	Administrative, Operational knowledge

Capacity Needs Assessment

A Capacity Needs Assessment exercise is useful to assess existing capacity of CEA to perform its role effectively and identify capacity gaps. The exercise was carried out by interviewing the CEA staff across all hierarchical levels. Bulk of CEA staff at Middle Tactical and Operational levels were administered a comprehensive online survey while the Senior Management staff were “in-depth interviewed” on a one-to-one basis. The online survey gathered data on individual competencies while the in-depth interviews assessed competencies at an organizational level. Proficiency levels were also noted as part of the process to gather individual competencies. Detailed questionnaires for the two modes of data collection are annexed to this report.

The following sections discuss key findings emerging from the Capacity Needs Assessment. The findings are organized division-wise and for the key staff positions within the division. For each staff position, the roles and responsibilities allocated and the domain, functional and behavioral competencies required to perform them effectively have been mapped. The below subsection provides details of core cross-functional domain competencies across various divisions.

Cross-Divisional Competencies

Based on a comprehensive review of the various roles and responsibilities of designations and divisions within the organization, selected cross-divisional competencies have been identified that play a crucial role in driving organizational effectiveness and promoting collaboration in the power sector. The power sector encompasses a broad range of activities that require the following domain, functional and behavioral competencies:

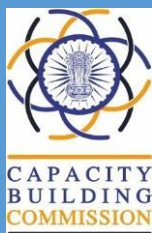
Domain competencies

- 1. Overview of Power Sector:** Comprehensive understanding of power sector, including structure, operations, stakeholders, industry landscape, emerging trends and challenges for informed decisions and effective collaboration
- 2. Acts, Schemes, and Policies:** Knowledge of significant legislative acts, schemes, and policies governing the power sector to ensure compliance and strategic alignment
- 3. National Infrastructure Plan:** Familiarity with the government's long-term plan for power sector infrastructure development including priorities, targets, and investment plans to contribute to the national priorities

4. **National Electricity Policy and Tariff Policy:** Knowledge of National Electricity Policy and Tariff Policy and its key tenets
5. **International Best Practices:** Staying updated with global power sector best practices, successful models, technologies, and approaches to enhance operational efficiency and reliability
6. **Emerging Sector Trends:** Broad knowledge of the emerging sector trends such as e-mobility, clean energy, net zero targets, EV adoption, sustainable energy, adoption of EVs etc.
7. **Cyber Security:** Overview of cyber security's importance and relevance in safeguarding critical infrastructure and improving power systems
8. **Capacity Addition and Project Monitoring:** Managing power sector capacity addition projects and monitoring progress of under-construction projects effectively
9. **Establishment Matters:** Administrative and operational skills for manpower management, governance, and stakeholder engagement

Functional competencies

1. **Data Driven Decision Making for Government:** Ability to utilize data and analytics to inform decision-making processes in government operations and policy development
2. **Evaluation of Proposals:** Ability to assess and evaluate proposals and project plans to determine their feasibility and alignment with objectives
3. **Employee Benefits:** Understanding of the Central Government Employees Group Insurance Scheme, which provides insurance coverage to central government employees
4. **Introduction to Emerging Technologies:** Familiarity with the latest and emerging technologies in various fields, such as AI, blockchain, Internet of Things (IoT), etc. and understanding their potential applications
5. **MS Suite (Word, Excel, PowerPoint):** Proficiency in using Microsoft Office tools, including Microsoft Word for document processing, Microsoft Excel for data analysis and calculations, and Microsoft PowerPoint for creating presentations
6. **Project Control and Management:** Competency in using project management tools like Microsoft Project to plan, schedule, and track project activities
7. **Securing End User Devices:** Knowledge of best practices and measures to secure end-user devices, such as computers and mobile devices, used within government departments
8. **Taxation rules:** Awareness of recent changes and updates in the tax regime and taxation policies
9. **Technology, Innovation, and New Product Development:** Understanding of technology trends, fostering innovation, and managing the development of new products or services



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Behavioral competencies

- 1. Collaboration with Stakeholders:** Ability to work and communicate effectively with various stakeholders, including team members, intra-organization, partners, and external agencies, to achieve common goals, share information, and foster positive relationships
- 2. Effective Communication:** Proficiency in conveying ideas, information, messages clearly and concisely, convince stakeholders to ensure mutual understanding in both verbal and written communication
- 3. Empathy:** Capacity to understand and relate to the emotions, feelings, and perspectives of others, fostering a supportive and compassionate work environment
- 4. Innovation:** Ability to think creatively, generate new ideas, and propose inventive solutions to address challenges and improve processes or products
- 5. Intra-organizational communication:** Efficient communication within the organization, ensuring effective flow of information among departments, teams, and hierarchical levels
- 6. Motivation:** Ability to recognize and comprehend the factors that drive and inspire individuals, facilitating better team management and motivational strategies
- 7. Performance Management:** The process of setting clear goals, assessing performance, providing feedback, and supporting employee development to optimize individual and team performance
- 8. POSH (Prevention of Sexual Harassment):** Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace, promoting a safe and respectful environment for all employees
- 9. Self-Leadership:** The ability to take responsibility for personal growth, motivation, and decision-making, demonstrating initiative and proactivity in achieving personal and professional objectives
- 10. Stress Management:** Capability to cope with pressure and stressful situations, employing strategies to maintain emotional well-being and productivity
- 11. Time Management:** Skill to prioritize tasks, allocate time efficiently, and meet deadlines, optimizing productivity and maintaining a work-life balance

Developing tailored training and development programs that focus on these competencies will contribute to a skilled and resilient workforce, ultimately driving the growth and performance of the organization. Overall, these cross-divisional competencies provide professionals with the knowledge and skills necessary to contribute effectively to the organization. The table below provides proficiency assessment of the above identified competencies.

Proficiency Assessment

Based on inputs gathered during interviews with CEA officials and findings from online survey, proficiency levels for cross cutting divisional competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 4: Cross-divisional domain competency: Proficiency assessment

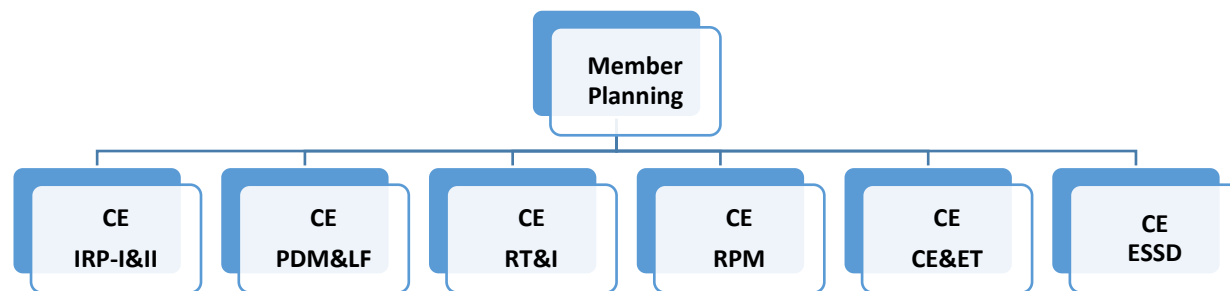
Competency	CE	D	DD	AD
Domain				
Overview of power sector	A	A	I	I
Major Acts, schemes and policies in the power sector	A	A	I	I
National Infrastructure Plan	A	A	I	B
National Electricity Policy and Tariff Policy	A	A	I	I
International Best Practices	I	I	B	B
Emerging Sector Trends	I	I	I	I
Cyber Security Applications	I	I	I	I
Capacity addition, planning and project monitoring	A	A	B	B
Establishment matters	A	A	B	B
Functional				
Data Driven Decision Making for Government	A	I	B	B
Evaluation of proposals	A	I	I	I
Employee benefits	I	I	B	B
Introduction to Emerging Technologies	A	I	B	B
MS Suite (Word, Excel, PowerPoint)	I	I	I	B
Project control and management	I	I	B	B
Securing End User Devices in Government Departments	I	B	B	B
Taxation rules	I	B	B	B
Technology, Innovation and New Product Development	I	B	B	B
Behavioral				
Stakeholder management	A	I	B	B
Effective Communication	I	I	I	I
Empathy	I	I	B	B
Innovation	I	B	I	I
Intra-organizational communication	A	I	B	B
Motivation	I	I	B	B
Performance management	I	I	B	B
POSH	I	I	B	B
Self-Leadership	I	I	B	B

Planning Wing

The Wing is headed by Member (Planning) and is responsible for planning for power development in the country. Under this wing, the most important task carried out is the formulation of the *National Electricity Plan*, in accordance with the National Electricity Policy and notifies such plan once in five years, after obtaining the approval of the Central Government. The wing is also responsible for coordinating the activities of planning agencies for optimization of resource utilization, demand forecasting and collection, compilation, and publication of statistics of power sector. Other tasks handled include research and development in power sector, coordinating with multiple agencies involved in research and development activities. The wing is also responsible for development of renewable energy resources for electricity generation, policy and regulatory issues related to energy transition and coordination of related activities.

The below organizational chart shows various divisions of the Planning Wing.

Organizational Chart of Planning Wing



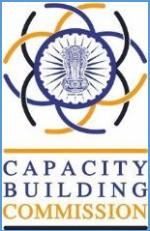
The subsections below provide detailed information on each division's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the said division.

Division 1: Integrated Resource Planning - I&II (IRP-I&II), Planning Wing

The key responsibility entrusted with IRP-I&II division is formulation of the *National Electricity Plan (NEP)* once every five years and revise the same from time to time in accordance with the National Electricity Policy. It covers short term (5 years) and perspective (15 years) plans for development of the electricity system.

The major roles/responsibilities of the division include:

- Prepare and publish feasible and pragmatic *National Electricity Plan (NEP)* once in every five year in accordance with the/ National Electricity Policy in consultation with government, state/central utilities, licensees, generating companies, public and other stakeholders (*National Priority*)
- Periodic review of National Electricity Plan (NEP) in accordance with feedback from stakeholders and emerging market realities



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- Devise methodology and supervise perspective generation plan studies carried out on planning software models
- Provide assistance to state/discom in planning optimal mix of resources for economical generation of electrical energy, keeping in view indigenous resource availability, cost of imported fuels and environmental implications
- Sensitivity analysis studies for supply-side management of power systems and recommend measures for all stake holders to improve the power scenario
- Recommend short-term and medium-term generating capacity addition plans and review the scheduled capacity addition vis-à-vis achievement
- Allocation of power from Central Generating Station under MoU route
- Formulation of Resource Adequacy Guidelines and handholding the stake holders for carrying out resource adequacy studies
- Periodic review of planning norms and power system reliability indices (Loss load of probability- LOLP & Normalized Energy Not Served -NENS)
- Carry out studies for Long term National Resource Adequacy Plan and publish the national-level Planning Reserve Margin (PRM) and the reliability indices (LOLP and NENS) annually
- Publish the Optimal Generation mix for the next 10 years required to ensure that the national-level system is RA compliant while meeting the All-India demand at least-cost
- Publish the capacity credits for different resource types on a regional basis
- Publish the State/UT's contribution towards national peak

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 5: IRP-I&II Division, Planning Wing: Competency assessment

Position	Roles/ Responsibilities (IRP-I&II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review reports related to: <ul style="list-style-type: none"> National Electricity Plan (NEP) Perspective generation plan studies Short-term and medium-term generation capacity addition plans Resource Adequacy Guidelines and Resource adequacy Framework plan. National-level Planning Reserve Margin (PRM) Issuance of reliability indices (LOLP and NENS) Optimal Generation Mix report Review and monitor: <ul style="list-style-type: none"> Scheduled capacity addition vis-à-vis achievement Periodic review of National Electricity Plan (NEP) in accordance with feedback from stakeholders and emerging market realities Advise and assist Central Government in formulation of National Electricity Policy Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, IPDS, DDUGJY, Saubhagya, RDSS Scheme, RE related schemes etc.) Future vision/goals for the power sector agreed by the MoP (NP) Methodology and know-how of perspective generation plan studies Resource Adequacy Guidelines/Framework Technical know-how of planning norms and reliability indices (LOLP & NENS) Know-how of software modelling tools – ORDENA, Python, General Algebraic Modeling System (GAMS) 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	



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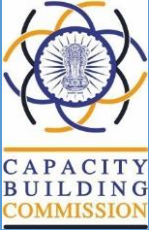
Position	Roles/ Responsibilities (IRP-I&II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Director (D)	<ul style="list-style-type: none"> • Coordinate and allocate work amongst staff for drafting, carrying out studies • Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of Planning wing ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review and inputs on reports related to: <ul style="list-style-type: none"> ○ National Electricity Plan (NEP) ○ Perspective generation plan studies ○ Short-term and medium-term generation capacity addition plans ○ Resource Adequacy Guidelines and Resource Framework/plan. ○ National-level Planning Reserve Margin (PRM) ○ Issuance of reliability indices (LOLP and NENS) ○ Optimal Generation Mix report • Review and monitor <ul style="list-style-type: none"> ○ Scheduled capacity addition vis-à-vis achievement • Periodic review of the NEP • Advise and assist Central Government in formulation of National Electricity Policy • Ensure all reports/publications are issued in timely manner and the same are also available on CEA website/desired forums 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, IPDS, DDUGJY, Saubhagya, RDSS Scheme, RE related schemes etc.) • Future vision/goals for the power sector agreed by the MoP (NP) • Methodology and know-how of perspective generation plan studies • Resource Adequacy Guidelines/Framework • Technical know-how of planning norms and reliability indices (LOLP & NENS) • Technical expertise in software modelling tools – ORDENA, Python, GAMS 	<ul style="list-style-type: none"> • Review policies, proposals, reports, note sheet • Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Proactiveness in work management • Problem solving ability 	



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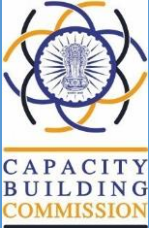
Position	Roles/ Responsibilities (IRP-I&II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Handle grievances of the employees of the division and escalate if required Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> Prepare reports/publications related to: <ul style="list-style-type: none"> National Electricity Plan (NEP) Perspective generation plan studies Short-term and medium-term generating capacity addition plans Resource Adequacy Guidelines and Resource Frameworks/plan. National-level Planning Reserve Margin (PRM) Issuance of reliability indices Optimal Generation Mix report Scheduled capacity addition vis-à-vis achievement Prepare the circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Coordinate data/inputs from other departments/ministries/states/generators/discoms Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> Planning wing Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) Future vision/goals for the power sector agreed by the MoP (NP) Methodology and know-how of perspective generation plan studies Resource Adequacy Guidelines/Framework Technical know-how of planning norms and reliability indices (LOLP & NENS) Technical expertise in software modelling tools – ORDENA, Python, GAMS 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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Position	Roles/ Responsibilities (IRP-I&II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Ensure that the monthly/annual publications are being carried out according to schedule and all required inputs are available Review minutes of meeting to be circulated for key meetings Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> Prepare reports/publications related to: <ul style="list-style-type: none"> National Electricity Plan (NEP) Perspective generation plan studies Short-term and medium-term generating capacity addition plans Resource and Adequacy Guidelines and Resource adequacy Framework/plan. National-level Planning Reserve Margin (PRM) Issuance of reliability indices Optimal Generation Mix report Scheduled capacity addition vis-à-vis achievement Periodic review of the NEP based on feedback from stakeholders Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> Planning wing Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) Future vision/goals for the power sector agreed by the MoP (NP) Methodology and know-how of perspective generation plan studies Resource Adequacy Guidelines/Framework Technical know-how of planning norms and reliability indices (LOLP & NENS) Technical expertise in software modelling tools – ORDENA, Python, GAMS 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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Position	Roles/ Responsibilities (IRP-I&II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">• Prepare Minutes of Meeting of all key meetings• Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with IRP-I&II officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:⁶

Table 6: IRP-I&II Division, Planning Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Methodology and know-how of perspective generation plan studies	A	I	I	B
Resource Adequacy Guidelines/Framework	A	I	I	I
Technical know-how of planning norms and reliability indices	A	I	I	B
Software modelling tools – ORDENA, Python, General Algebraic Modeling System (GAMS) etc.	I	I	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	I	I	I	I
Strategic leadership	I	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	B

⁶ NA in all tables henceforth stands for Not Applicable

Key Findings

The key findings based on interaction with division officials are as below.

- Division is presently using ORDENA (software tool)
- Division officials expressed desire to get acquainted with other software modelling tools such as Python, GAMS (General Algebraic Modelling System) and also develop energy modelling tools in-house for future use
- Officials want to gain experience in specific energy modelling courses

Division 2: Power Data Management and Load Forecasting (PDM&LF), Planning Wing

The key mandate of the division is to collect, validate, compile and process *annual electricity statistics* concerning generation, transmission, distribution, trading and utilization of electricity and to undertake periodical *Electric Power survey (EPS)* of the country in coordination with various stake/central utilities, concerned organizations and stakeholders. EPS is published every five years for estimating electricity demand of the country for medium and long term periods.

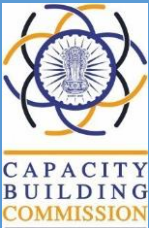
The roles/responsibilities of the division include:

- The publication of annual/monthly electricity statistics, including
 - Per capita consumption of electricity
 - T&D losses
 - All India installed generation capacity
 - State-wise Installed Capacity based on Central Pool Allocation
 - All India Captive Power Plant Installed Generating Capacity
 - Annual Review of Captive Power Plant Generation Industry-wise
- Forecasting electricity demand in terms of electrical energy requirement (MU) and peak demand (MW) for each state/UT/region/All-India basis and bringing out Electric Power Survey Report(s)
- Oversee the activities of Regional Power Survey Offices (RPSO) for collection, compilation and analysis of inputs required for carrying out EPS
- Periodical review of electricity demand forecast vis-à-vis actual demand at an interval of 2 years
- Develop the methodology for forecast modelling
- Coordinate the uprating/derating of thermal, hydro generating units
- Coordinate retirement of thermal, hydro generating units
- Matters related to crisis and disaster management plan for the power sector (*National Priority and Citizen Centricity*)

The table below describes for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 7: PDM&LF Division, Planning Wing: Competency assessment

Position	Roles/Responsibilities (PDM&LF)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review publication of: <ul style="list-style-type: none"> Electric Power Survey (EPS) Crisis and disaster management plan for the power sector Oversee the activities of Regional Power Survey Offices (RPSOs) for desired inputs required for publication of the EPS Review demand forecast modelling methodology Conduct review meetings related to issuance of the EPS and other departmental matters Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy) Distribution policies, and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme etc.) Forecast modelling techniques, including Partial End Use Method (PEUM) Load/demand forecasting concepts and techniques Key electricity statistics and their computations (NP) Parameters for sensitivity analysis on electricity demand forecasting Issues concerning crisis and disaster management plan for power sector (CC) 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Review and inputs on the publication related to: 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy) Distribution policies, and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme etc.) 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills



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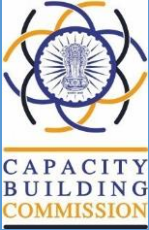
Position	Roles/Responsibilities (PDM&LF)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Electric Power Survey (EPS) ○ Crisis and disaster management plan for the power sector ● Review and monitor working of the RPSOs ● Review demand forecast modelling methodology ● Stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of Planning wing ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Ensure reports/publications are issued in timely manner and the same are also available on CEA website/desired forums ● Handle grievances of the employees of the division and escalate if required ● Oversee parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> ● Forecast modelling including use of advanced excel and regression techniques, including PEUM ● Load forecasting concepts and techniques ● Key electricity statistics and their computations (NP) ● Parameters for sensitivity analysis on demand forecasting ● Scenario analysis ● Issues concerning crisis and disaster management plan for power sector (CC) 	<ul style="list-style-type: none"> ● Coordination and logistics management skills ● Planning, monitoring and project management of related divisional works ● Compliance management ● Knowledge Management System including data gathering, information retrieval and collaboration ● Know-how of vigilance policies and procedures ● Grievance handling of employees ● People management issues 	<ul style="list-style-type: none"> ● Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback ● Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation ● Contributing to achieving measurable results under guidance ● Exhibit ethical behavior at all times ● Multi-tasking and time management skills ● Proactiveness in work management ● Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> ● Preparation of reports and analysis related to: <ul style="list-style-type: none"> ○ Electric Power Survey (EPS) ○ Crisis and disaster management plan ● Coordinate with RPSOs for desired inputs for drafting of the EPS ● Develop demand forecast modelling excel and related analysis for electricity statistics ● Preparation of monthly report on All India Installed Generating Capacity including <ul style="list-style-type: none"> ○ Uprating/derating of thermal, hydro generating units 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy) ● Distribution policies, and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme etc.) ● Forecast modelling including use of advanced excel and regression techniques, including PEUM ● Load forecasting concepts and techniques 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking



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Position	Roles/Responsibilities (PDM&LF)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Retirement of thermal, hydro generating units ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Planning wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> ● Key electricity statistics and their computations (NP) ● Sensitivity analysis on demand forecasting ● Scenario analysis ● Technical concepts related to uprating, derating and retirement of thermal and hydro plants including related regulations ● Issues concerning crisis and disaster management plan for power sector (CC) 	<ul style="list-style-type: none"> ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	
Assistant Director (AD)	<ul style="list-style-type: none"> ● Collect, compile and analyze inputs required for formulation of the EPS ● Preparation of the following reports: <ul style="list-style-type: none"> ○ Electric Power Survey (EPS) ○ Crisis and disaster management plan ● Develop demand forecast modelling excel and related analysis for electricity statistics ● Preparation of monthly report on All India Installed Generating Capacity including <ul style="list-style-type: none"> ○ Uprating/derating of thermal, hydro generating units ○ Retirement of thermal, hydro generating units 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) ● Distribution policies, and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme etc.) ● Forecast modelling including use of advanced excel and regression techniques, including PEUM ● Load forecasting concepts and techniques 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking



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Position	Roles/Responsibilities (PDM&LF)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Drafting circulars/OM/sanction order/note sheets for policy matter files for administrative matters Drafting letters for stakeholder management Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> Key electricity statistics and their computations (NP) Sensitivity analysis on demand forecasting Scenario analysis Technical concepts related to uprating, derating and retirement of thermal and hydro plants including related regulation Issues concerning crisis and disaster management plan for power sector (CC) 	<ul style="list-style-type: none"> Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	

Proficiency Assessment

Based on inputs gathered during interviews with PDM&LF officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 8: PDM&LF Division, Planning Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme etc.)	A	I	I	B
Demand forecasting including use of advanced excel and regression	A	I	I	B
Load forecasting concepts and techniques	A	I	I	B
Issues concerning crisis and disaster management for power sector	I	I	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	A	A	I	I
Strategic leadership	I	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	B

Key Findings

The key findings based on interaction with division officials are as below.

- Division is presently carrying out demand forecasting using excel including use of regression techniques
- It would be good to have a long-term forecasting software tool in the future as the division is handling huge amounts of data
- Would be good to have hands-on training in excel including use of macros, pivot table etc.

Division 3: Renewable Technology and Integration (RT&I), Planning wing

The mandate of the division is to deal with all matters related to design, engineering and technology for renewable energy (RE) projects and coordination of technical matters related to integration of renewables.

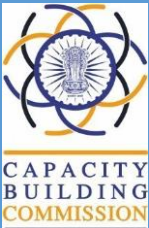
The key roles/ responsibilities of the division include:

- Design, engineering and technology for renewable energy (RE) projects (*National Priority*)
- Review technical standards and regulations pertaining to RE sector
- Study of DPRs related to RE projects and their evaluation
- Energy assessment of RE projects after commissioning of the projects
- Technical matters related to integration of renewables including balancing sources requirement, energy storage etc. (*Emerging Technology*)

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 9: RT&I Division, Planning Wing: Competency assessment

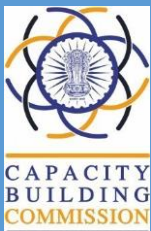
Position	Roles/ Responsibilities (RT&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review: <ul style="list-style-type: none"> Matters related to design, engineering and technology for RE projects Technical standards and regulations pertaining to RE sector Technical matters related to integration of renewables including balancing sources requirement, energy storage etc. DPR assessment and evaluation Energy assessment of RE projects Inputs on emerging technologies for the sector like BESS, green hydrogen etc. Conduct review meetings related to various departmental matters Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, RE related schemes etc.) Future vision/goals for renewables agreed by MoP (NP) Design, engineering and technology for renewable energy (RE) projects Technical standards and regulations pertaining to RE sector DPR assessment and evaluation Energy assessment of RE projects Technical concepts related to integration of renewables including balancing sources requirement, energy storage, grid balancing etc. (ET) Emerging technologies like BESS, green hydrogen etc. (ET) 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, RE related schemes etc.) 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support



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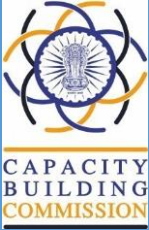
Position	Roles/ Responsibilities (RT&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> • Review and inputs on matters related to: <ul style="list-style-type: none"> ○ Design, engineering and technology for RE projects ○ Technical standards and regulations pertaining to RE sector ○ Technical matters related to integration of renewables including balancing sources requirement, energy storage etc. ○ DPR assessment and evaluation ○ Energy assessment of RE projects • Stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of Planning wing ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Inputs on emerging technologies for the sector like BESS, green hydrogen etc. • Ensure reports/publications are issued in timely manner and the same are also available on CEA website/desired forums • Handle grievances of the employees of the division and escalate if required • Oversee parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> • Future vision/goals for renewables agreed by MoP (NP) • Design, engineering and technology for renewable energy (RE) projects • Technical standards and regulations pertaining to RE sector • DPR assessment and evaluation • Energy assessment of RE projects • Technical concepts related to integration of renewables including balancing sources requirement, energy storage, grid balancing etc. (ET) • Emerging technologies like BESS, green hydrogen etc. (ET) 	<ul style="list-style-type: none"> • operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Strong collaboration and teamwork • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Proactiveness in work management • Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> • Preparation of reports/proposals/note sheets related to: <ul style="list-style-type: none"> ○ Design, engineering and technology for RE projects ○ Technical standards and regulations pertaining to RE sector 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, RE related schemes etc.) • Future vision/goals for renewables agreed by MoP (NP) 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving



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Position	Roles/ Responsibilities (RT&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Technical matters related to integration of renewables including balancing sources requirement, energy storage etc. ○ DPR assessment and evaluation ○ Energy assessment of RE projects ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Planning wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> ● Design, engineering and technology for renewable energy (RE) projects ● Technical standards and regulations pertaining to RE sector ● DPR assessment and evaluation ● Energy assessment of RE projects ● Technical concepts related to integration of renewables including balancing sources requirement, energy storage, grid balancing etc. (ET) ● Emerging technologies like BESS, green hydrogen etc. (ET) 	<ul style="list-style-type: none"> ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	<ul style="list-style-type: none"> ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	
Assistant Director (AD)	<ul style="list-style-type: none"> ● Collect, compile and analyze inputs required for preparation of various reports ● Preparation of reports/proposals/note sheets related to: <ul style="list-style-type: none"> ○ Design, engineering and technology for RE projects ○ Technical standards and regulations pertaining to RE sector 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, RE related schemes etc.) ● Future vision/goals for renewables agreed by MoP (NP) ● Design, engineering and technology for renewable energy (RE) projects 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication 	



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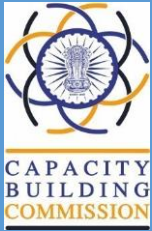
Position	Roles/ Responsibilities (RT&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Technical matters related to integration of renewables including balancing sources requirement, energy storage etc. ○ DPR assessment and evaluation ○ Energy assessment of RE projects • Drafting circulars/OM/sanction order/note sheets for policy matter files for various administrative matters • Drafting letters for stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> • Technical standards and regulations pertaining to RE sector • DPR assessment and evaluation • Energy assessment of RE projects • Technical concepts related to integration of renewables including balancing sources requirement, energy storage, grid balancing etc. (ET) • Emerging technologies like BESS, green hydrogen etc. (ET) 	<p>responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.</p> <ul style="list-style-type: none"> • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with RT&I officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 10: RT&I Division, Planning Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Design, engineering and technology for RE projects	A	I	B	B
Know-how of technical standards and regulations pertaining to RE	A	I	I	I
DPR assessment and evaluation	A	I	I	B
Technical matters related to integration of renewables	A	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	I	I	I
Strategic leadership	A	I	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	B	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I



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Key Findings

The key findings based on interaction with division officials are as below.

- Site visits to RE projects and manufacturing facilities may be carried out in order to impart hands-on knowledge of design and engineering aspects of RE projects, including technical standards
- Study of best practices in RE technology globally

Division 4: Renewable Project Monitoring (RPM), Planning Wing

The key mandate of the division is to monitor RE generation in the country. The roles/ responsibilities of the division include:

- Monitoring of state/UT-wise generation from RE sources on daily and monthly basis
- Monitoring of the progress of under-construction RE projects, holding review meetings and preparation of related reports
- Energy assessment of RE projects after commissioning of the projects
- Works related to RPO (renewable purchase obligation) and state-wise RE plans (*National Priority*)
- Registration and status updation of RE projects on the E-GEN portal
- Handling activities related to E-GEN portal (online portal for maintaining database of RE and other generation projects) (*National Priority*)

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 11: RPM Division, Planning Wing: Competency assessment

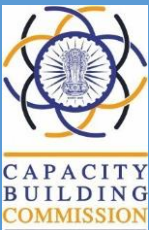
Position	Roles/ Responsibilities (RPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review: <ul style="list-style-type: none"> Monitoring of state/UT-wise generation from RE sources Monitoring progress of under-construction RE projects and preparation of related reports Works related to RPO Energy assessment of RE projects Review online reporting and other matters related to the E-GEN portal Conduct review meetings related to various departmental matters Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Future vision/goals for the renewable energy sector agreed by MoP Know-how of all relevant regulations pertaining to RE, including RPO RE capacity addition targets set by the Govt. for 2030 and 2047 State-wise RE plans Working and understanding of the E-GEN portal IT skills for database management regarding generation, capacity addition and monitoring of RE Projects Energy assessment of RE projects 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Review and inputs on reports related to: <ul style="list-style-type: none"> Monitoring of state/UT-wise generation from RE sources 	<ul style="list-style-type: none"> Future vision/goals for the renewable energy sector agreed by MoP Know-how of all relevant regulations pertaining to RE, including RPO RE capacity addition targets set by the Govt. for 2030 and 2047 State-wise RE plans 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills



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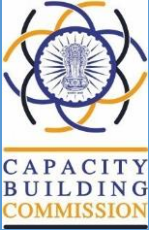
Position	Roles/ Responsibilities (RPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Monitoring progress of under-construction RE projects ○ Works related to RPO and state-wise RE plans ○ Energy assessment of RE projects ● Review online reporting on dashboard and other matters related to the E-GEN portal ● Stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of Planning wing ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Ensure reports/publications are issued in timely manner and the same are also available on CEA website/desired forums ● Handle grievances of the employees of the division and escalate if required ● Oversee parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> ● Working and understanding of the E-GEN portal ● IT skills for database management regarding generation, capacity addition and monitoring of RE Projects ● Energy assessment of RE projects 	<ul style="list-style-type: none"> ● Coordination and logistics management skills ● Planning, monitoring and project management of related divisional works ● Compliance management ● Knowledge Management System including data gathering, information retrieval and collaboration ● Know-how of vigilance policies and procedures ● Grievance handling of employees ● People management issues 	<ul style="list-style-type: none"> ● Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback ● Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation ● Contributing to achieving measurable results under guidance ● Exhibit ethical behavior at all times ● Multi-tasking and time management skills ● Proactiveness in work management ● Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> ● Preparation of reports/proposals/note sheets related to: <ul style="list-style-type: none"> ○ Monitoring of state/UT-wise generation from RE ○ Monitoring progress of under-construction RE projects ○ Works related to RPO ○ Energy assessment of RE projects after commissioning ● Registration and updation of status of RE projects on the E-GEN portal 	<ul style="list-style-type: none"> ● Future vision/goals for the renewable energy sector agreed by MoP ● Know-how of all relevant regulations pertaining to RE, including RPO ● RE capacity addition targets set by the Govt. for 2030 and 2047 ● State-wise RE plans ● Working and understanding of the E-GEN portal ● IT skills for database management regarding generation, capacity addition and monitoring of RE Projects 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking



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Position	Roles/ Responsibilities (RPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Resolve maintenance and other reporting issues related to the E-GEN portal Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> Planning wing Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review minutes of meeting to be circulated for key meetings Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> SQL, HTML training for developing online portal for generation project reporting Maintenance and other reporting issues related to the E-GEN portal Energy assessment of RE projects Statistical and analytical skills for analyzing data 	<ul style="list-style-type: none"> Know-how of vigilance policies and procedures Grievance process Data management and analysis 	
Assistant Director (AD)	<ul style="list-style-type: none"> Preparation of reports/proposals/note sheets related to: <ul style="list-style-type: none"> Monitoring of state/UT-wise generation from RE sources Monitoring progress of under-construction RE projects Energy assessment of RE projects after commissioning Works related to RPO Collect, compile and analyze inputs required for online reporting of generation projects Ensure registration of RE projects Upload data of generation projects on the E-GEN portal 	<ul style="list-style-type: none"> Future vision/goals for the renewable energy sector agreed by MoP Know-how of all relevant regulations pertaining to RE, including RPO RE capacity addition targets set by the Govt. for 2030 and 2047 State-wise RE plans Working and understanding of the E-GEN portal IT skills for database management regarding generation, capacity addition and monitoring of RE Projects 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking



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Position	Roles/ Responsibilities (RPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Resolve maintenance and other reporting issues related to the E-GEN portal Drafting circulars/OM/sanction order/note sheets for policy matter files for various administrative matters Drafting letters for stakeholder management Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> SQL, HTML training for E-GEN portal (for managing and developing portal in future; currently supported by NTPC) Maintenance and other reporting issues related to E-GEN portal Energy assessment of RE projects Statistical and analytical skills for analyzing data 	<ul style="list-style-type: none"> Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	

Proficiency Assessment

Based on inputs gathered during interviews with RPM officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 12: RPM Division, Planning Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Key RE regulations, RE capacity addition targets, RPO trajectories	A	I	I	B
Database management through IT tools	A	I	I	I
Handling activities related to E-GEN portal	I	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	I	I	I
Strategic leadership	A	I	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	B
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

- Currently, the E-GEN portal is supported by NTPC. However, some division officials should be fully trained in relevant software such as SQL, HTML so that the portal can be developed and maintained completely in-house in the future
- Division is handling voluminous data of RE projects, so complete in-house expertise is required in the future for managing the portal

Division 5: Clean Energy and Energy Transition (CE&ET), Planning Wing

The key mandate of the division is sustainable development and facilitating achieving the Sustainable Development Goal-7 (SDG-7)-Affordable and Clean Energy: "*affordable, reliable, sustainable and modern energy for all*" by 2030.

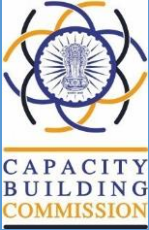
The major roles/responsibilities of the division include:

- Environment, social and governance (ESG) policies/environment improvement programs under bi-lateral and multi-lateral cooperations etc. (*National Priority*)
- Development of carbon dioxide baseline data base (annual) for the Indian power sector
- Environmental protection and conservation issues related to power sector (compilation and analysis of monthly environmental data of power sector)
- Performance of waste to energy (i.e. use of biomass, municipal solid waste (MSW), agro residue etc.)
- Policy and regulatory issues related to energy transition and coordination of related activities (*Emerging Technology*)
- Policy, funding and data collaboration for Energy Storage Solutions (ESS) (*Emerging Technology*)
- Preparing road map for clean energy & energy transition (*National Priority*)
- Challenges to energy transition and solutions (*Emerging Technology*)
- Coordination activities pertaining to energy transition measures
- Coordination of performance related activities in the field of RE, e-mobility and hydrogen applications

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 13: CE&ET Division, Planning Wing: Competency assessment

Position	Roles/ Responsibilities (CE&ET)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review: <ul style="list-style-type: none"> Environment, social and governance (ESG) policies/environment improvement programs under bi-lateral and multi-lateral cooperations etc. Development of carbon dioxide baseline data base (annual) for Indian power sector Environmental protection and conservation issues related to power sector Policy and regulatory issues related to energy transition Inputs on emerging technologies for the sector like BESS, green hydrogen etc. Conduct review meetings related to various departmental matters Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Future vision/goals for energy transition agreed by the MoP (NP) ESG policies/environment improvement programs of the Government (NP) Road map for clean energy & energy transition outlined by MoP (NP) Clean energy solutions including green hydrogen, e-mobility, ESS, waste to energy, carbon markets, coal gasification etc. (ET) Environmental protection and conservation issues related to power sector Development of carbon dioxide baseline database (annual) for the Indian power sector Policy and regulatory issues related to energy transition 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies 	<ul style="list-style-type: none"> Future vision/goals for energy transition agreed by the MoP (NP) ESG policies/environment improvement programs of the Government (NP) 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support



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Position	Roles/ Responsibilities (CE&ET)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> • Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned • Review and inputs on matters related to: <ul style="list-style-type: none"> ○ Environment, social and governance (ESG) policies/environment improvement programs under bi-lateral and multi-lateral cooperations etc. ○ Development of carbon dioxide baseline data base (annual) for Indian power sector ○ Environmental protection and conservation issues related to power sector ○ Policy and regulatory issues related to energy transition • Stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of Planning wing ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Inputs on emerging technologies for the sector like BESS, green hydrogen etc. • Ensure reports/publications are issued in timely manner and the same are also available on CEA website/desired forums • Handle grievances of the employees of the division and escalate if required • Oversee parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> • Road map for clean energy & energy transition outlined by MoP (NP) • Clean energy solutions including green hydrogen, e-mobility, ESS, waste to energy, carbon markets, coal gasification etc. (ET) • Environmental protection and conservation issues related to power sector • Development of carbon dioxide baseline database (annual) for the Indian power sector • Policy and regulatory issues related to energy transition 	<ul style="list-style-type: none"> • planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Strong collaboration and teamwork • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Proactiveness in work management • Problem solving ability



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Position	Roles/ Responsibilities (CE&ET)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Deputy Director (DD)	<ul style="list-style-type: none"> • Preparation of reports/proposals/note sheets related to: <ul style="list-style-type: none"> ○ Environment, social and governance (ESG) policies/environment improvement programs under bi-lateral and multi-lateral cooperations etc. ○ Development of carbon dioxide baseline data base (annual) for Indian power sector ○ Environmental protection and conservation issues related to power sector ○ Policy and regulatory issues related to energy transition • Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Planning wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review minutes of meeting to be circulated for key meetings • Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> • Future vision/goals for energy transition agreed by the MoP (NP) • ESG policies/environment improvement programs of the Government (NP) • Road map for clean energy & energy transition outlined by MoP (NP) • Clean energy solutions including green hydrogen, e-mobility, ESS, waste to energy, carbon markets, coal gasification etc. (ET) • Environmental protection and conservation issues related to power sector • Development of carbon dioxide baseline database for the Indian power sector • Policy and regulatory issues related to energy transition 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking



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Position	Roles/ Responsibilities (CE&ET)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Assistant Director (AD)	<ul style="list-style-type: none"> • Collect, compile and analyze inputs required for preparation of various reports • Preparation of reports/proposals/note sheets related to: <ul style="list-style-type: none"> ○ Environment, social and governance (ESG) policies/environment improvement programs under bi-lateral and multi-lateral cooperations etc. ○ Development of carbon dioxide baseline data base (annual) for Indian power sector ○ Environmental protection and conservation issues related to power sector ○ Policy and regulatory issues related to energy transition • Drafting circulars/OM/sanction order/note sheets for policy matter files for various administrative matters • Drafting letters for stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> • Future vision/goals for energy transition agreed by the MoP (NP) • ESG policies/environment improvement programs of the Government (NP) • Road map for clean energy & energy transition outlined by MoP (NP) • Clean energy solutions including green hydrogen, e-mobility, ESS, waste to energy, carbon markets, coal gasification etc. (ET) • Environmental protection and conservation issues related to power sector • Development of carbon dioxide baseline database for the Indian power sector • Policy and regulatory issues related to energy transition 	<ul style="list-style-type: none"> • Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking

Proficiency Assessment

Based on inputs gathered during interviews with CE&ET officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 14: CE&ET Division, Planning Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Policy and regulations related to energy transition	A	I	I	I
ESG policies/environment improvement programs of the Government	A	I	B	B
Clean energy solutions including green hydrogen, e-mobility, ESS, waste to energy etc.	I	I	B	B
Carbon dioxide baseline database for Indian power sector	A	I	I	B
Environmental and conservation issues related to power sector	A	I	I	I
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	A	NA	NA
File management using One Drive	NA	A	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	I	I	I
Strategic leadership	I	I	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with the division officials are as below.

- Division has been formed recently about a year back so the officials need to get more training in the energy transition field
- As it is an emerging technology, need exposure of the practices adopted in other markets of the world where clean energy solutions are being adopted for e.g. European markets

Division 6: Energy Storage Systems Division (ESSD) Division, Planning Wing

The key mandate of the division is to formulate a comprehensive National Energy Storage Policy and issue necessary guidelines to guide the development and deployment of Energy Storage Systems (ESS) in India. This division has been formed recently in July 2023.

The other roles/responsibilities of the division include:

- Frame relevant technical regulations and standards pertaining to Energy Storage Systems and/or in coordination with BIS and other bodies (*National Priority and Emerging Technology*)
- Implementation of various government schemes such as Viability Gap Funding (VGF) scheme for ESS as per applicable policies and directions of Central Government (*National Priority*)
- Collection of data for planning & generation of information and dissemination of suitable reports on ESS
- Examination of proposals related to ESS
- Promotion of R&D in various energy storage technologies (*National Priority*)
- Explore opportunity of possible foreign collaboration of Indian entities in the field of Energy Storage
- Examination of proposals related to cost/ funding of ESS
- Create and maintain database related to the status of ESS projects in India and abroad in respect of technology, cost, tariff etc.
- Miscellaneous works like Parliament Questions, RTIs, VIP References, etc. and any other works related to Energy Storage Systems (*Citizen Centricity*)

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 15: ESSD Division, Planning Wing: Competency assessment

Position	Roles/ Responsibilities (ESSD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review: <ul style="list-style-type: none"> Formulation of National Energy Storage Policy Technical regulations and standards pertaining to ESS Proposals related to cost/funding of ESS Implementation of Viability Gap Funding (VGF) scheme for ESS Explore opportunity of possible foreign collaboration in the field of Energy Storage Promotion of R&D in ESS technologies Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Future vision/goals for the energy transition/renewable energy sector agreed by MoP (NP) Relevant regulations and standards related to energy storage systems Government schemes for ESS as per applicable policies and directions of Central Government Emerging energy storage technologies such as battery storage, thermal storage etc. (ET) Funding solutions for ESS Cost implications of deployment of ESS solutions with existing technology Emerging ESS trends in India and developed countries of EU, US etc. (ET) Global trends in R&D in ESS technology 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings/divisions of CEA 	<ul style="list-style-type: none"> Future vision/goals for the energy transition/renewable energy sector agreed by MoP (NP) Relevant regulations and standards related to energy storage systems Government schemes for ESS as per applicable policies and directions of Central Government 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills

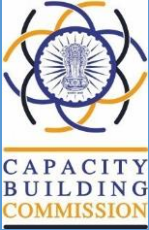


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Position	Roles/ Responsibilities (ESSD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review and inputs on: <ul style="list-style-type: none"> ○ National Energy Storage Policy ○ Technical regulations and standards pertaining to ESS ○ Proposals related to cost/funding of ESS ○ Implementation of government schemes for ESS ○ R&D in various energy storage technologies ● Explore opportunity of possible foreign collaboration in the field of Energy Storage ● Handle grievances of the employees of the division and escalate if required ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> ● Emerging energy storage technologies such as battery storage, thermal storage etc. (ET) ● Funding solutions for ESS ● Cost implications of deployment of ESS solutions with existing technology ● Emerging ESS trends in India and developed countries of EU, US etc. (ET) ● Global trends in R&D in ESS technology 	<ul style="list-style-type: none"> ● Coordination and logistics management skills ● Planning, monitoring and project management of related divisional works ● Compliance management ● Knowledge Management System including data gathering, information retrieval and collaboration ● Know-how of vigilance policies and procedures ● Grievance handling of employees ● People management issues 	<ul style="list-style-type: none"> ● Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback ● Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation ● Contributing to achieving measurable results under guidance ● Exhibit ethical behavior at all times ● Multi-tasking and time management skills ● Proactiveness in work management ● Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> ● Preparation of reports/note sheets/proposals/regulations related to: <ul style="list-style-type: none"> ○ National Energy Storage Policy ○ Technical regulations and standards pertaining to ESS ○ Proposals related to cost/funding of ESS ○ Implementation of government schemes for ESS ○ R&D in various energy storage technologies ● Drafting circulars/OM/ sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, processing claims and releases and send across the hierarchy to the next level 	<ul style="list-style-type: none"> ● Future vision/goals for the energy transition/renewable energy sector agreed by MoP (NP) ● Relevant regulations and standards related to energy storage systems ● Government schemes for ESS as per applicable policies and directions of Central Government ● Emerging energy storage technologies such as battery storage, thermal storage etc. (ET) ● Cost implications of deployment of ESS solutions with existing technology ● Emerging ESS trends in India and developed countries of EU, US etc. (ET) ● Database management using excel 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking

Position	Roles/ Responsibilities (ESSD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Coordinate data/inputs from other departments/ministries/states/generators/discoms for dissemination of information/suitable reports on ESS Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> Planning wing Other wings of CEA Ministry of Power, MNRE etc. Standing Committee on Energy Parliamentary Consultative Committee Maintenance of database related to the status of ESS projects in India and abroad in respect of technology, cost, tariff etc. Review minutes of meeting to be circulated for key meetings Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 			
Assistant Director (AD)	<ul style="list-style-type: none"> Collect, compile and analyze inputs required for carrying out activities of the division Preparation of reports/note sheets/proposals/regulations related to: <ul style="list-style-type: none"> National Energy Storage Policy Technical regulations and standards pertaining to ESS Proposals related to cost/funding of ESS Implementation of government schemes for ESS R&D in various energy storage technologies Drafting circulars/OM/sanction order/note sheets for policy matters files related to administrative matters 	<ul style="list-style-type: none"> Future vision/goals for the energy transition/renewable energy sector agreed by MoP (NP) Relevant regulations and standards related to energy storage systems Government schemes for ESS as per applicable policies and directions of Central Government Emerging energy storage technologies such as battery storage, thermal storage etc. (ET) Cost implications of deployment of ESS solutions with existing technology Emerging ESS trends in India and developed countries of EU, US etc. (ET) 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking



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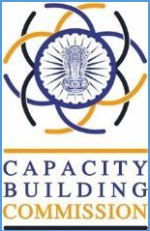
Position	Roles/ Responsibilities (ESSD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Drafting letters for stakeholder management Create and maintain database related to the status of ESS projects in India and abroad Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> Database management using excel 	<ul style="list-style-type: none"> Grievance process File Management using One Drive 	

Proficiency Assessment

Based on inputs gathered during interviews with ESSD officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 16: ESSD Division, Planning Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Know-how of regulations and standards pertaining to ESS	A	A	I	I
VGF scheme for ESS as per applicable policies and directions of Central Government	A	A	I	I
Emerging energy storage technologies such as battery storage, thermal storage etc.	I	I	I	I
Examination of proposals related to cost/funding of ESS	I	I	I	I
Functional				
Conducting review meetings	I	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	B	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	I	I	I	I
Strategic leadership	I	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I



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Key Findings

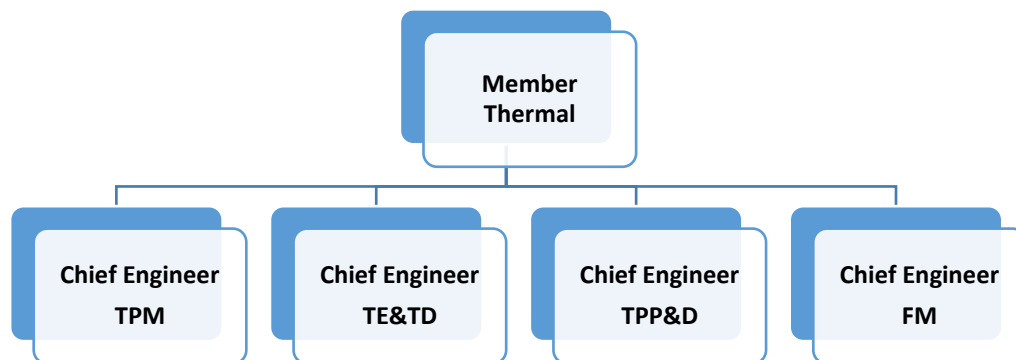
- As the division has been formed quite recently, division officials need more exposure towards specific trainings focused on their domain of ESS technology
- Further, as it is an emerging technology, it would be good to have foreign country visits/collaboration with institutes in countries in Europe like Germany which are deploying ESS solutions on a large-scale basis

Thermal Wing

The Wing is headed by Member (Thermal) and the wing is responsible for overall thermal power development in the country. The wing is responsible for updating, development and evaluation of thermal technologies and carrying out design and engineering of thermal projects. The wing also monitors construction and stabilization of thermal projects and oversees coal, oil and gas linkages to power projects. It is also responsible for the development of Ultra Mega Power Projects (UMPPs) in the country.

The below organizational chart shows the various divisions of the Thermal Wing:

Organizational chart of Thermal Wing

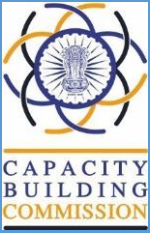


The subsections below provide detailed information on each division's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the said division.

Division 1: Thermal Project Monitoring (TPM) Division, Thermal Wing

The key mandate entrusted with the TPM division is to monitor progress of construction/erection activities of Thermal Power Projects till COD of the units on monthly/quarterly basis. The major roles/responsibilities of the division include:

- Monitoring of progress of construction/erection activities of the Thermal Power Projects (including maitree and stressed projects) for capacity addition in all five regions of the country and central sector of the country till COD of the units on monthly/quarterly basis (*National Priority*)
- Preparing reports regarding time and cost-overrun of thermal projects
- Preparing report on status of under-construction thermal power projects on monthly and quarterly basis etc.
- Periodic review meetings with project authorities, executing agencies, equipment suppliers etc. for timely completion of projects
- Monitoring of progress (financial progress/CAPEX) of National Infrastructure Pipeline (NIP) projects which are state's projects in thermal sector on monthly basis. The status of bidding of upcoming projects of state's projects in thermal sector are also prepared on quarterly basis



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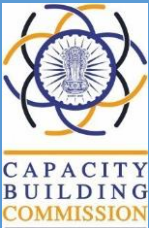
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- Monitoring of progress of stressed/on-hold Thermal Power Projects on monthly basis (*National Priority*)

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 17: TPM Division, Thermal Wing: Competency assessment

Position	Roles/Responsibilities (TPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review reports of: <ul style="list-style-type: none"> Status of under-construction thermal power projects Time and cost-overrun of thermal projects Review and monitor progress of <ul style="list-style-type: none"> National Infrastructure Projects (NIP) Stressed/On-hold Thermal Power Projects Suggest corrective measures Attend review meetings with project authorities, executing agencies, equipment suppliers etc. for timely completion of critical projects Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Fundamentals of thermal power generation, operational characteristics, flexible power generation (NP) Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved Gas supply chain and infrastructure, gas pricing mechanism, supply contracts, logistics methods and challenges Regulations governing stressed assets Regulations governing COD of thermal plants, capex funding, interest during construction, physical progress, financial progress etc. Regulations governing time and cost overrun and what is pass-through and what is not in tariff 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies 	<ul style="list-style-type: none"> Fundamentals of Thermal power generation, operational characteristics, flexible power generation (NP) 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support



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Position	Roles/Responsibilities (TPM)	Domain Competency Requirements	Functional Requirements	Competency	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of Thermal wing Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review reports of: <ul style="list-style-type: none"> Status of under-construction thermal power projects Time and cost-overrun of thermal projects Review and monitor progress of <ul style="list-style-type: none"> National Infrastructure Projects (NIP) Stressed/On-hold Thermal Power Projects Suggest corrective measures Arrange review meetings with project authorities, executing agencies, equipment suppliers etc. for timely completion of delayed projects Ensure all reports/publications are issued in timely manner and the same are also available on CEA website/desired forums Handle grievances of the employees of the division and escalate if required Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved Gas supply chain and infrastructure, gas pricing mechanism, supply contracts, logistics methods and challenges Regulations governing stressed assets Regulations governing COD of thermal plants, capex funding, interest during construction, physical progress, financial progress etc. Regulations governing time and cost overrun and what is pass-through and what is not in tariff 	<ul style="list-style-type: none"> budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 		<ul style="list-style-type: none"> Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	

Position	Roles/Responsibilities (TPM)	Domain Competency Requirements	Functional Requirements	Competency	Behavioral Requirements	Competency
Deputy Director (DD)	<ul style="list-style-type: none"> • Prepare reports related to the status of under-construction thermal power projects • Prepare status reports related to: <ul style="list-style-type: none"> ○ National Infrastructure Projects (NIP) ○ Stressed/On-hold Thermal Power Projects ○ Suggestions on corrective measures • Review the circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Coordinate data/inputs from other departments/ministries/states/generators/discos • Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Thermal wing ○ Other wings of CEA ○ Ministry of Power ○ Gas Linkage Committee ○ Projects ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Ensure that the monthly/annual publications are being carried out according to schedule and all required inputs are available • Review minutes of meeting to be circulated in key meetings • Review response and provide additional inputs on responses to parliamentary 	<ul style="list-style-type: none"> • Fundamentals of Thermal power generation, operational characteristics, flexible power generation (NP) • Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved • Gas supply chain and infrastructure, gas pricing mechanism, supply contracts, logistics methods and challenges • Regulations governing stressed assets • Regulations governing COD of thermal plants, capex funding, interest during construction, physical progress, financial progress etc. • Regulations governing time and cost overrun and what is pass-through and what is not in tariff 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 		



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Position	Roles/Responsibilities (TPM)	Domain Competency Requirements	Functional Requirements	Competency	Behavioral Requirements	Competency
	matters and assurances, RTI matters, PMO/VIP references					
Assistant Director (AD)	<ul style="list-style-type: none"> Collect, compile and analyze inputs required for monitoring progress of construction/erection activities of TPPs Prepare report on status of under-construction thermal power projects Monitor progress (financial progress/CAPEX) of National Infrastructure Pipeline (NIP) projects Monitor progress of stressed/on-hold TPPs on monthly basis Drafting circulars/OM/sanction order/note sheets for policy matters files related to administrative matters Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> Thermal wing Other wings of CEA Ministry of Power Gas Linkage Committee Projects Standing Committee on Energy Parliamentary Consultative Committee Prepare status of bidding of upcoming projects of state's projects in thermal sector on quarterly basis Prepare Minutes of Meeting of all key meetings Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> Fundamentals of thermal power generation, operational characteristics, flexible power generation (NP) Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) Overview of Power Purchase Agreements, it's purpose, importance and stakeholders involved Gas supply chain and infrastructure, gas pricing mechanism, supply contracts, logistics methods and challenges Regulations governing stressed assets Regulations governing COD of thermal plants, capex funding, interest during construction, physical progress, financial progress etc. Regulations governing time and cost overrun and what is pass-through and what is not in tariff 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 		<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with TPM officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 18: TPM Division, Thermal Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Expertise in data collection, compilation and analysis for monitoring progress of construction/erection activities of TPPs	A	A	B	I
Expertise in physical and financial progress assessment frameworks	A	A	B	I
Know-how of policies concerning COD of TPPs, capex funding, time and cost over-run of thermal plants	A	A	B	I
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	A	NA	NA
Coordination and logistics management skills	NA	A	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	I	A	I
Strategic leadership	I	I	NA	NA
Decision-making	I	A	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

- Concepts around power project financing would be useful
- NCLAT admittance process and resolution of stressed assets
- Global best practices in construction of thermal power plants for timely completion of projects
- Identification of issues of coal and civil shortage during construction of plants
- Project monitoring IT tools may be deployed in the future for faster turnaround; presently excel is being used

Division 2: Thermal Engineering & Technology Development (TE&TD) Division, Thermal Wing

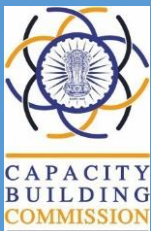
The key mandate of the division is to provide technical assistance on design & engineering of thermal projects (coal, gas etc.). The major roles/responsibilities of the division include:

- Preparation of standard specification/technical standards for Thermal Power Stations
- Scrutiny of amendments to the Indian Boiler Regulation
- Preparation/amendments to CEA Regulations on
 - CEA (Technical Standards for Construction of Electrical Plants & Electric Lines) Regulations
 - CEA (Safety Requirements for Construction, Operation and Maintenance of Electrical Plants & Electric Lines) Regulations
 - CEA (Flexible Operation of Coal based Thermal Power Generating Units) Regulations
- Safety Audit of Thermal Power Plants
- Investigation of accidents/failure in thermal power plants and other related enquiries
- Examining proposal for R&D in Indian Power Sector – Thermal Sector
- All activities related to Biomass Mission, Exemption Committee and Executive Committee
- Updation of status of Key performance indicator (KPI) pertaining to co-firing of biomass and implementation of ACC in thermal power plants in connection with vision documents of Sectorial Group of Secretaries (SGOS)
- Inputs to CERC on O&M norms and Technical Advisory to Power Sector etc.
- Developments in new and emerging clean energy technologies in thermal power sector such as hydrogen co-firing in Gas Turbines, Ammonia in coal based TPS, CCUS etc. (*Emerging Technology*)
- All activities related to energy efficiency in thermal power plants and BEE related work like examining the proposals for energy auditors/managers, national energy conservation awards (NECA) etc. (*Emerging Technology*)

The table below describes for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 19: TE&TD Division, Thermal Wing: Competency assessment

Position	Roles/ Responsibilities (TE&TD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review regulations/standards on: <ul style="list-style-type: none"> Technical standards for Thermal Power Stations CEA Regulations on construction and O&M, safety requirements of power sector during construction and O&M, flexible operations of coal based thermal power plants Review technical reports on design & engineering aspects of thermal projects Review the investigation of accidents/failure in thermal power plants and issuance of related directions Review proposals related to R&D in thermal Conduct review meetings related to issuance of regulations, examining the proposals for energy auditors/managers, national energy conservation awards (NECA) etc. Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) Technical expertise in design and engineering of thermal plants Know-how of technical standards for thermal power stations Safety audit aspects of TPPs (CC) CEA regulations on construction and O&M, safety requirements of power sector during construction and O&M, flexible operations of coal based thermal power plants New and emerging clean energy technologies in thermal power sector such as hydrogen co-firing in gas turbines, ammonia in coal based TPS, CCUS etc. (ET) Energy efficiency related concepts 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results



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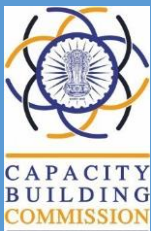
Position	Roles/ Responsibilities (TE&TD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director (D)	<ul style="list-style-type: none"> Coordinate publication of various regulations/technical standards and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Review issuance of regulations/standards on: <ul style="list-style-type: none"> Technical standards for Thermal Power Stations CEA Regulations on construction and O&M, safety requirements of power sector during construction, and O&M, flexible operations of coal based thermal power plants Review technical reports on design & engineering aspects of thermal projects Stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of Thermal wing Ministry of Power on matters pertaining to the division Standing Committee on Energy Parliamentary Consultative Committee Review the investigation of accidents/failure in thermal power plants and issuance of related directions Monitor status of KPI pertaining to co-firing of biomass and implementation of ACC in thermal power plants Carry out review meetings with the departmental resources on critical matters 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) Technical expertise in design and engineering of thermal plants Know-how of technical standards for thermal power stations CEA Regulations on construction and O&M, safety requirements of power sector during construction and O&M, flexible operations of coal based thermal power plants Safety audit aspects of TPPs (CC) KPI pertaining to co-firing of biomass and implementation of ACC in thermal plants (ET) Developments in new and emerging clean energy technologies in thermal power sector such as hydrogen co-firing in gas turbines, ammonia in coal based TPS, CCUS etc. (ET) Energy efficiency concepts 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability



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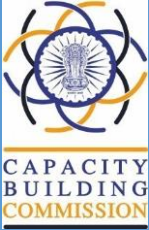
Position	Roles/ Responsibilities (TE&TD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Review the proposals for energy auditors/managers, national energy conservation awards (NECA), other R&D proposals etc. Ensure reports/publications/regulations are issued in timely manner and the same are also available on CEA website/desired forums Handle grievances of the employees of the division and escalate if required Oversee parliamentary matters and assurances, RTI matters, PMO/ VIP references 			
Deputy Director (DD)	<ul style="list-style-type: none"> Preparation/amendment of CEA Regulations on construction and O&M, safety requirements of power sector during construction and O&M, flexible operations of coal based thermal power plants Prepare technical reports on design & engineering aspects of thermal projects Prepare draft notes on technical standards for thermal power stations Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Drafting letters for stakeholder management and coordination with: <ul style="list-style-type: none"> Thermal wing Other wings of CEA Ministry of Power Gas Linkage Committee Projects 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) Technical expertise in design and engineering of thermal plants Knowledge of technical standards for Thermal Power Stations CEA Regulations on construction and O&M, safety requirements of power sector during construction and O&M, flexible operations of coal based thermal power plants Safety audit aspects of TPPs (CC) KPI pertaining to co-firing of biomass and implementation of ACC in thermal plants (ET) Developments in new and emerging clean energy technologies in thermal power sector such as hydrogen co-firing in gas 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking



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Position	Roles/ Responsibilities (TE&TD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review status of key performance indicator (KPI) pertaining to co-firing of biomass and implementation of ACC in thermal power plants ● Examine the proposals for energy auditors/managers, national energy conservation awards (NECA) etc. ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> turbines, ammonia in coal based TPS, CCUS etc. (ET) ● Energy efficiency concepts 		
Assistant Director (AD)	<ul style="list-style-type: none"> ● Collect, compile and analyze inputs required for formulation of technical standards/regulations ● Preparation/amendment of CEA Regulations on construction and O&M, safety requirements of power sector during construction and O&M, flexible operations of coal based thermal power plants ● Prepare technical reports on design & engineering aspects of thermal projects ● Draft notes on technical standards for thermal power stations ● Draft circulars/OM/sanction order/note sheets for policy matter files for administrative matters ● Draft letters for stakeholder management ● Conduct safety audit of TPPs ● Investigate accidents/failure in thermal power plants and other related enquiries 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes (RDSS Scheme, Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy) ● Technical expertise in design and engineering of thermal plants ● Knowledge of technical standards for Thermal Power Stations ● CEA Regulations on construction and O&M, safety requirements of power sector during construction and O&M, flexible operations of coal based thermal power plants ● Safety audit aspects of TPPs (CC) ● KPI pertaining to co-firing of biomass and implementation of ACC in thermal plants (ET) 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking



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Position	Roles/ Responsibilities (TE&TD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Examine proposal for R&D in Indian Power Sector – Thermal Sector Activities related to Biomass Mission, Exemption Committee and Executive Committee Update status of KPI pertaining to co-firing of biomass and implementation of ACC in thermal power plants All activities related to energy efficiency in thermal power plants and BEE related work like examining the proposals for energy auditors/managers, national energy conservation awards (NECA) etc. Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy Draft response to parliamentary matters and assurances, RTI matters, PMO/ VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> Developments in new and emerging clean energy technologies in thermal power sector such as hydrogen co-firing in gas turbines, ammonia in coal based TPS, CCUS etc. (ET) Energy efficiency concepts 		

Proficiency Assessment

Based on inputs gathered during interviews with TE&TD officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 20: TE&TD Division, Thermal Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Technical expertise in design & engineering of thermal projects	A	I	I	B
Know-how of standard specification/technical standards for TPPs	A	I	I	B
Safety audit aspects of TPPs	A	I	I	I
New technological developments in the areas of hydrogen usage in TPP, CCUS, ammonia in coal based TPS etc.	A	B	B	B
Activities related to energy efficiency of TPPs and BEE related work	A	I	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	A	I	I	B
Strategic leadership	A	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem Solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

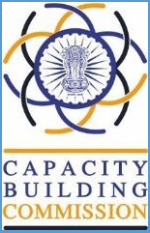
- Officials want to gain more experience in emerging technologies in thermal such as hydrogen co-firing in gas turbines, ammonia in coal based TPS, CCUS etc.
- Boiler turbine design knowledge would be beneficial for new recruits
- Would be good to have inter and intra-divisional rotation of officials for knowledge sharing

Division 3: Thermal Project Planning & Development (TPP&D) Division, Thermal Wing

The mandate of the division is to largely oversee the allocation of coal blocks to government sector power projects and monitor the status of development of captive coal blocks allocated to thermal power projects along with status of end use projects.

The roles/responsibilities of the division include:

- Assist MoP in evaluation of applications for allocation of coal blocks to govt. sector's power projects
- Examination of proposals for grant of coal blocks to power plants and change of category of generating plants i.e. CPP to IPP and vice-versa
- Monitoring of TPPs which have been accorded environment clearance up to placement of order for main plant equipment
- Monitoring the status of development of captive coal blocks allocated to thermal power projects along with status of end use projects. Preparation of daily, monthly & yearly production reports
- Recommend MOP for accord of coal linkage under Shakti B(i) and bridge linkage
- Coordinate with MoP/CIL/MoC on the coal linkage auction under SHAKTI Policy 2017
- Provide inputs to MoP/MoC for framing methodology to provide coal block allottee PSU some flexibility to utilize coal with some other PSU in lieu of coal or in lieu of power
- Review norms for coal consumption of Thermal Power Plants
- Revision of ACQ, trigger level & penalty clause, field level analysis on doing away of coal washing requirement etc.
- Identify and monitor the use of sewage Treated Water in the Thermal Power Plants, located within 50 kms from Sewage Treatment Plants as per Tariff Policy. CE (TPP&D) is the member convener of steering committee in this regard. Preparation of monthly reports for submission to MoP
- Recommendation to MoP for issuance of proportionate Mega Certificate to Mega Power Projects
- Identification of new thermal generation capacity
- Identify/assess site for new Thermal Power Projects as per requirement
- Monitor the coal lifting status of additional coal allocated to be lifted through RCR mode
- Monitor the coal stock and pending indents lying at GSS/PW



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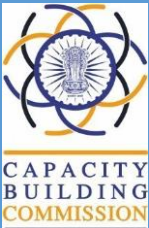
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- Monitoring of tolling cases - The tolling system allows state power generation companies to use coal from linkages available to them to supply to any independent private power producer on a competitive bid basis

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 21: TPP&D Division, Thermal Wing: Competency assessment

Position	Roles/ Responsibilities (TPP&D)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee administration of matters including vetting policy, documents, monitoring of works for the following: <ul style="list-style-type: none"> ○ Allocation of coal blocks to power plants ○ Change of category of generating plants i.e. CPP to IPP and vice-versa ○ Mega Power/Provisional Mega Power Projects status ○ Coal Linkage Policy ○ Annual Contracted Quantity (ACQ) ○ Fuel Supply Agreement (FSA) ○ Recommendation for coal linkage to power sector for individual cases of central/ state PSUs • Oversee stakeholder management and coordination with/related to: <ul style="list-style-type: none"> ○ Ministry of Coal ○ Ministry of Railways ○ All Shakti Issues ○ All coal issues ○ Ministry of Power • Review notes/proposals related to: <ul style="list-style-type: none"> ○ Grant of coal blocks ○ IPPs in thermal generation ○ Individual cases of IPPs • Attend review meetings related to tender grievances, SHAKTI policy, coal block allocation issues, coal linkage policy etc. • Handle key personnel management issues • Publicize the achievements of the division at various internal and external forums 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy, SHAKTI Policy) • Policy and procedures for coal block allocation including legislative framework, allocation criteria, compliance mechanism (NP) • Review of proposals – technical and financial involving allocation of coal blocks to power plants and change of category of generating plants i.e. CPP to IPP and vice-versa • Know-how of ACQ, trigger level & penalty clause, coal washing requirement, coal consumption norms etc. • Regulations around development of captive coal blocks allocated to thermal plants • Tender grievance resolution • Policy around utilization of treated sewage water from STPs to thermal power plants 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results 	



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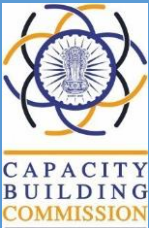
Position	Roles/ Responsibilities (TPP&D)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Review notes/proposals for: <ul style="list-style-type: none"> Allocation of coal blocks to power plants Change of category of generating plants i.e. CPP to IPP and vice-versa Mega Power/Provisional Mega Power Projects Coal linkage to power sector for individual cases of central/ state PSUs Stakeholder management and coordination with/related to: <ul style="list-style-type: none"> Ministry of Coal Ministry of Railways All Shakti Issues All coal issues Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and inputs on: <ul style="list-style-type: none"> Coal block allocation issues Coal Linkage Policy SHAKTI policy/issues Revision of Annual Contracted Quantity (ACQ), trigger level & penalty clause Fuel Supply Agreement (FSA) Norms for coal consumption Conduct review meetings with the departmental resources on critical matters 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy, SHAKTI Policy) Policy and procedures for coal block allocation including legislative framework, allocation criteria, compliance mechanism (NP) Review of proposals – technical and financial involving allocation of coal blocks to power plants and change of category of generating plants i.e. CPP to IPP and vice-versa Know-how of ACQ, trigger level & penalty clause, coal washing requirement, coal consumption norms etc. Regulations around development of captive coal blocks allocated to thermal plants Tender grievance resolution Policy around utilization of treated sewage water from STPs to thermal power plants 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	



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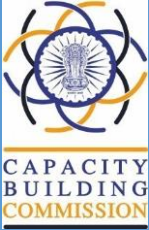
Position	Roles/ Responsibilities (TPP&D)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Handle grievances of the employees of the division and escalate if required Oversee parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> Prepare notes/proposals/reports related to: <ul style="list-style-type: none"> Allocation of coal blocks to power plants Change of category of generating plants i.e. CPP to IPP and vice-versa Mega Power/Provisional Mega Power Projects Coal linkage to power sector for individual cases of central/ state PSUs SHAKTI policy/issues Revision of Annual Contracted Quantity (ACQ), trigger level & penalty clause Fuel Supply Agreement (FSA) Norms for coal consumption Utilization of treated sewage water from STPs Review status of development of captive coal blocks allocated to thermal projects Ensure that the monthly/annual publications are being carried out according to schedule and all required inputs are available Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Review the minutes of meeting to be circulated for key meetings 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy, SHAKTI Policy) Policy and procedures for coal block allocation including legislative framework, allocation criteria, compliance mechanism (NP) Review of proposals – technical and financial involving allocation of coal blocks to power plants and change of category of generating plants i.e. CPP to IPP and vice-versa Know-how of ACQ, trigger level & penalty clause, coal washing requirement, coal consumption norms etc. Regulations around development of captive coal blocks allocated to thermal plants Tender grievance resolution Policy around utilization of treated sewage water from STPs to thermal power plants 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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Position	Roles/ Responsibilities (TPP&D)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> Prepare notes/proposals/reports related to: <ul style="list-style-type: none"> Allocation of coal blocks to power plants Change of category of generating plants i.e. CPP to IPP and vice-versa Mega Power/Provisional Mega Power Projects Coal linkage to power sector for individual cases of central/ state PSUs SHAKTI policy/issues Revision of Annual Contracted Quantity (ACQ), trigger level & penalty clause Fuel Supply Agreement (FSA) Norms for coal consumption Site assessment for TPPs Utilization of treated sewage water from STPs Collect, compile and analyze inputs required for evaluation of proposals/status of development of captive coal blocks/coal block allocation issues Drafting circulars/OM/sanction order/ note sheets for policy matter files for various administrative matters Drafting letters for stakeholder management and coordination with various ministries Prepare response related to tender grievance matters Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy, SHAKTI Policy) Policy and procedures for coal block allocation including legislative framework, allocation criteria, compliance mechanism (NP) Review of proposals – technical and financial involving allocation of coal blocks to power plants and change of category of generating plants i.e. CPP to IPP and vice-versa Know-how of ACQ, trigger level & penalty clause, coal washing requirement, coal consumption norms etc. Regulations around development of captive coal blocks allocated to thermal plants Tender grievance resolution Policy around utilization of treated sewage water from STPs to thermal power plants 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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Position	Roles/ Responsibilities (TPP&D)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">Draft response to parliamentary matters and assurances, RTI matters, PMO/ VIP references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with TPP&D officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 22: TPP&D Division, Thermal Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Regulatory expertise in coal block allocation, coal linkage policies, SHAKTI Policy 2017	A	-	I	I
Regulations around development of captive coal block allocated to TPPs	A	-	I	B
Norms for coal consumption in thermal power plants	A	-	I	I
Policy around utilization of treated sewage water from STPs to thermal power plants	A	-	I	B
Expertise in identification/assessment of site for new thermal power projects	A	-	I	I
Know-how of tolling system and monitoring of the same	A	-	I	I
Functional				
Conducting review meetings	A	-	NA	NA
Reviewing policies, proposals, reports, note sheet	A	-	NA	NA
Planning, monitoring and project management	I	-	NA	NA
Budgetary and financial matters	I	-	NA	NA
Risk management and compliance	I	-	NA	NA
Knowledge Management System	NA	-	NA	NA
Coordination and logistics management skills	NA	-	NA	NA
File management using One Drive	NA	-	B	I
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	B	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	-	I	I
Strategic leadership	A	-	NA	NA
Decision-making	A	-	NA	NA
Human resource management	A	-	NA	NA
Negotiation skills	I	-	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

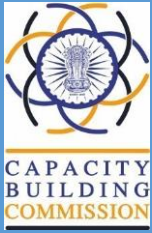
The key findings based on interaction with division officials are as below.

- Need domain-specific trainings in coal block allocation issues, coal linkage policies, SHAKTI Policy 2017, Mega Power/Provisional Mega Power Projects
- Field visits if possible to understand coal block allocation, coal mining issues

Division 4: Fuel Management (FM) Division, Thermal Wing

The mandate of the division is to manage issues regarding coal supply as well as daily monitoring of coal supply to TPPs. The roles/responsibilities of the division include:

- Assessment of annual coal requirement of coal based thermal power stations based on generation programme, specific coal consumption, stocking norm, coal quality and feasibility of transportation logistics
- Operational fuel management involving monitoring of coal supply to thermal power stations on daily basis and daily monitoring of coal receipts, coal consumption and coal stock and preparation/circulation of daily coal stock reports
- Preparation and analysis of source wise (CIL/SCCL/Captive/Import) coal receipts and consumption of all coal-based power stations in the country on monthly basis
- Monthly monitoring of generation loss due to shortage of coal
- Weekly monitoring of coal supply in the Inter- Ministerial Sub-Group meetings held under the chairmanship of Joint Secretary (LA), Ministry of Coal
- Meeting of Inter-Ministerial Committee (IMC) for resolving various issues related to Ministry of Power/ Ministry of Coal/ Ministry of Railways
- Interaction with Ministry of Coal, Railways, Coal India Ltd and Power Utilities for adequate supply of domestic coal
- Works related to third party sampling of coal including site investigations
- Recommendation to coal companies for supply of coal for pre-commissioning activities
- Recommendation to coal companies for commencement of coal supply as per Fuel Supply Agreement (FSA) to newly commissioned coal-based power plants
- Assessment/fixation of targets for import of coal for the power utilities to bridge the shortfall in availability of domestic coal
- Monitoring and analysis of higher unloading time at power plants and suggest remedial actions
- Monitoring of import for blending in domestic coal based plants
- Monitoring and analysis of transport of coal through Rail-Sea-Rail Mode
- Works related to liquidation of outstanding dues of fuel of coal companies by power utilities
- Monthly monitoring and preparation of reports for supply/consumption and analysis of gas supply position of gas-based power stations



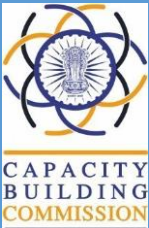
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The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 23: FM Division, Thermal Wing: Competency assessment

Position	Roles/Responsibilities (FM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee administration of matters including vetting policy, documents, monitoring of works for the following: <ul style="list-style-type: none"> Assessment of coal/gas requirement Issues in coal supply Gas demand supply mismatch Third Party Sampling of coal including site investigations Assessment/fixation of targets for import of coal for the power utilities to bridge the shortfall in availability of domestic coal Issues of higher unloading time at power plants Liquidation of outstanding dues of fuel of coal companies by power utilities Oversee stakeholder management and coordination of critical issues with: <ul style="list-style-type: none"> Ministry of Power Ministry of Coal Ministry of Railways Attend Inter-Ministerial Committee (IMC) meeting for resolving various issues related to Ministry of Power/Ministry of Coal/Ministry of Railways Interact with Ministry of Coal, Railways, Coal India Ltd. and power utilities for adequate supply of domestic coal Attend review meetings related to FSA issues, coal blending, transportation issues, liquidation of outstanding dues Handle key personnel management issues 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy, SHAKTI Policy) Thermal power project operations, thermal generation, coal mining concepts Fuel management concepts for both coal and gas including demand, supply, import requirement, management of fuel supply etc. Regulations around coal supply, import of coal etc. Working of FSAs and related clauses and their implementation Liquidation techniques for outstanding dues of fuel of coal companies by power utilities 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results



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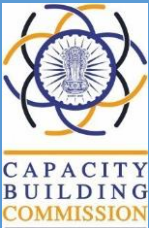
Position	Roles/Responsibilities (FM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 			
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Review notes/proposals for: <ul style="list-style-type: none"> Assessment of coal requirement/gas supply Issues in coal supply/transportation issues Gas demand supply mismatch Assessment/fixation of targets for import of coal for the power utilities to bridge the shortfall in availability of domestic coal Third Party Sampling of coal Recommendation to coal companies for supply of coal for pre and post commissioning activities Issues of higher unloading time at power plants Liquidation of outstanding dues of fuel of coal companies by power utilities Stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of Thermal wing Ministry of Power/Ministry of Coal on matters pertaining to the division Ministry of Railways Standing Committee on Energy Parliamentary Consultative Committee 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy, SHAKTI Policy) Thermal power project operations, thermal generation, coal mining concepts Fuel management concepts for both coal and gas including demand, supply, import requirement, management of fuel supply etc. Regulations around coal supply, import of coal etc. Working of FSAs and related clauses and their implementation Liquidation techniques for outstanding dues of fuel of coal companies by power utilities 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability



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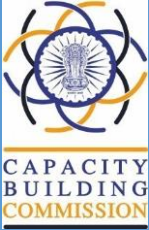
Position	Roles/Responsibilities (FM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Attend Inter-Ministerial Committee (IMC) meeting for resolving various issues related to Ministry of Power/ Ministry of Coal/ Ministry of Railways Interact with Ministry of Coal, Railways, Coal India Ltd. and Power Utilities for adequate supply of domestic coal Conduct review meetings with the departmental resources on critical matters Handle grievances of the employees of the division and escalate if required Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 			
Deputy Director (DD)	<ul style="list-style-type: none"> Prepare notes/proposals/reports for: <ul style="list-style-type: none"> Assessment of coal requirement/gas supply Issues in coal supply/transportation issues Gas demand supply mismatch Assessment/fixation of targets for import of coal for the power utilities to bridge the shortfall in availability of domestic coal Third Party Sampling of coal Recommendation to coal companies for supply of coal for pre and post commissioning activities Issues of higher unloading time at power plants Liquidation of outstanding dues of fuel of coal companies by power utilities Coordinate data/inputs from departments/ministries/states/generators/discoms Prepare circulars/OM/sanction order/note sheets, response to parliamentary questions 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy, SHAKTI Policy) Thermal power project operations, thermal generation, coal mining concepts Fuel management concepts for both coal and gas including demand, supply, import requirement, management of fuel supply etc. Regulations around coal supply, import of coal etc. Working of FSAs and related clauses and their implementation Liquidation techniques for outstanding dues of fuel of coal companies by power utilities 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking



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Position	Roles/Responsibilities (FM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level</p> <ul style="list-style-type: none"> • Drafting letters for stakeholder management and coordination with various ministries • Attend/organize key meetings with various ministries such as Railways, Ministry of Coal etc. • Review the minutes of meeting to be circulated for key meetings • Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 			
Assistant Director (AD)	<ul style="list-style-type: none"> • Prepare notes/proposals/reports for: <ul style="list-style-type: none"> ○ Assessment of coal requirement/gas supply ○ Issues in coal supply/transportation issues ○ Gas demand supply mismatch ○ Assessment/fixation of targets for import of coal for the power utilities to bridge the shortfall in availability of domestic coal ○ Third party sampling of coal ○ Recommendation to coal companies for supply of coal for pre and post commissioning activities ○ Issues of higher unloading time at power plants ○ Liquidation of outstanding dues of fuel of coal companies by power utilities • Prepare daily/monthly monitoring of coal receipts, coal consumption and coal stock and preparation/circulation of daily coal stock reports 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, National Electricity Policy, National Electricity Plan, National Tariff Policy, SHAKTI Policy) • Thermal power project operations, thermal generation, coal mining concepts • Fuel management concepts for both coal and gas including demand, supply, import requirement, management of fuel supply etc. • Regulations around coal supply, import of coal etc. • Working of FSAs and related clauses and their implementation • Liquidation techniques for outstanding dues of fuel of coal companies by power utilities 	<ul style="list-style-type: none"> • Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking



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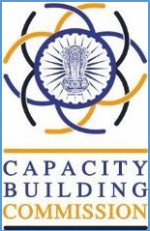
Position	Roles/Responsibilities (FM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> • Prepare daily/monthly monitoring reports for supply/ consumption and analysis of gas supply position of gas-based power stations • Drafting circulars/OM/ sanction order/ note sheets for matters including documents, monitoring of works for the following: <ul style="list-style-type: none"> ○ Inter-Ministerial Committee (IMC) for resolving various issues related to Ministry of Power/ Ministry of Coal/ Ministry of Railways ○ Ministry of Coal, Railways, Coal India Ltd and Power Utilities for adequate supply of domestic coal ○ Coal companies for supply of coal • Drafting circulars/OM/sanction order/note sheets for various administrative matters • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Draft response to parliamentary matters and assurances, RTI matters, PMO/ VIP references, any other queries raised to the division 			

Proficiency Assessment

Based on inputs gathered during interviews with FM officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 24: FM Division, Thermal Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Thermal plant operations, thermal generation, coal mining concepts	A	A	A	I
Fuel management concepts for both coal and gas including assessment of demand, supply, import requirement, management of fuel supply etc.	A	I	I	B
Regulations around coal supply, import of coal etc.	A	I	I	B
Know-how of Fuel Supply Agreements (FSAs) and their clauses	A	A	I	B
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	A	NA	NA
File management using One Drive	NA	A	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	A	I
Documentation tasks	NA	NA	A	I
Behavioral				
Communication Skills	A	I	A	I
Strategic leadership	I	I	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	A	I
Teamwork	NA	NA	A	I
Positive attitude	NA	NA	A	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I



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Key Findings

The key findings based on interaction with division officials are as below.

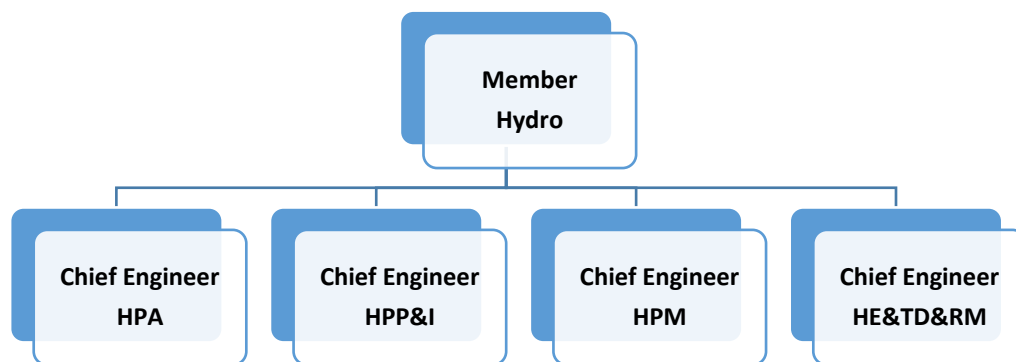
- Exposure towards best practices in fuel management, logistics management for coal segment
- Officials may be given more exposure of the working of other divisions in thermal wing
- Exposure of emerging technologies in the segment like Carbon Capture Utilisation and Storage (CCUS), regasification technologies etc.

Hydro Wing

The wing is headed by Member (Hydro) and is responsible for matters related to development of the vast hydro-electric potential in the country. The core responsibilities include developing an integrated plan for utilization of water resources, assistance to states in survey & investigation, monitoring of hydro projects and suggesting remedial measures in case of project delays. The wing is also responsible for carrying out appraisal, design & engineering services, renovation, modernization and up-rating of hydro stations. The wing also takes initiatives for development of water resources for mutual benefits with neighbouring countries of Nepal, Bhutan and Myanmar.

The below organizational chart shows various divisions of the hydro wing:

Organizational Chart of Hydro Wing



The subsections below provide detailed information on each division's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the said division.

Division 1: Hydro Project Appraisal (HPA) Division, Hydro Wing

The key mandate entrusted with the HPA division is to deal with all matters related to concurrence of various hydro-electric (HE) projects and pumped storage projects (PSPs) located in the country, including appraisal of these projects. The other roles/responsibilities of the division include:

- Examination and approval of 'Power Potential Studies' chapters of HE and PSP projects referred prior to submission of Detailed Project Report
- Examination and approval of following aspects of Detailed Project Reports of HE projects and multi-purpose projects (including PSPs) in regard referred for accord of concurrence u/s 8 of Electricity Act, 2003
 - Power potential studies
 - Cost estimates for E&M and miscellaneous works and their phasing of expenditure
 - Construction power
- Examination and offer comments on
 - Proposals for revalidation of concurrence of HE and PSP projects

- Proposals for transfer of concurrence of HE and PSP projects from technical angle
- Memoranda of Changes from the approved/concurred DPRs of HE projects and PSPs
- Pre-PIB & PIB Memo and CCEA notes for investment approval of HE and PSP projects
- Examination and vetting of revised cost estimates in respect of CPSU HE and PSP projects
- Examination and approval of
 - Pre-feasibility/feasibility reports for accord of commercial viability to CPSU HE projects under Three Stage Procedure
 - Cost estimates of Stage-II activities of HE projects under Three Stage Procedure
- Examination of proposals of stalled projects to be processed through Evaluation Committee for facilitating take-over of stalled hydro and PSP projects
- Preparation of Chapter on Cost of Electro-Mechanical Works of HE projects referred for providing consultancy service
- Examination of proposals for budgetary support for enabling infrastructure works of HE and PSPs and flood moderation/ storage hydroelectric projects
- Preparing material for framing reply to parliament questions, VIP references, references from Standing Committee on Energy and Consultative Committee of MOP, RTI references and references from chief/power ministers conferences etc. in respect of HE projects located in northern & western regions and neighbouring countries
- Convening monthly review meeting (ISO meeting) of progress of works and preparation of Management Information System Report and Monitoring Matrix of HPA Division
- Examination and vetting of revised design energy of HE and PSP projects
- Coordination of matters regarding appraisal of HE projects including PSPs
- Preparation/updation of monthly status reports on examination and concurrence of HE and PSP projects and quarterly status reports on environment & forest aspects, private sector and inter-state aspects of HE and PSP projects
- Preparation of guidelines for:
 - Formulation, examination & concurrence of DPRs of HE projects and pumped storage projects - Revised guidelines under submission to Authority
 - Examination of Memorandum of Changes proposals
 - Examination of Revised Design Energy proposals
 - Examination of Revised Cost Estimates of CPSUs

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 25: HPA Division, Hydro Wing: Competency assessment

Position	Roles/ Responsibilities (HPA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power on matters pertaining to the division ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Oversee and review 'Power Potential Studies' • Oversee and review reports of: <ul style="list-style-type: none"> ○ Concurrence of HE and PSP projects, including appraisal of the projects ○ Approval of revised cost estimates and design energy of HE and PSP projects • Review and approval of: <ul style="list-style-type: none"> ○ Pre-feasibility/feasibility reports for accord of commercial viability to CPSU HE projects under Three Stage Procedure ○ Cost estimates of Stage-II activities of HE projects under Three Stage Procedure • Convening monthly review meeting (ISO meeting) of progress of works and review of Management Information System Report and Monitoring Matrix of HPA Division • Review and provide inputs on guidelines for: <ul style="list-style-type: none"> ○ Formulation, examination & concurrence of DPRs of HE projects and pumped storage projects - Revised guidelines under submission to Authority 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Technical aspects of DPR preparation and concurrence related to power potential studies, cost estimates for E&M and miscellaneous works, construction power etc. • Reservoir simulation studies • CERC regulations on hydro tariff • Appraisal of HE and PSP projects • Regulations/guidelines for formulation, examination & concurrence of DPRs of HE and PSP projects • Guidelines for Three Stage Procedure • Regulations/guidelines for examination of Memorandum of Changes proposals, revised design energy and cost estimates proposals • Technical aspects of examination of proposals for budgetary support for enabling infrastructure works of HE and PSP projects 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results 	



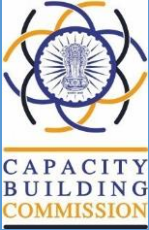
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Position	Roles/ Responsibilities (HPA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Examination of Memorandum of Changes proposals ○ Examination of Revised Design Energy proposals ○ Examination of Revised Cost Estimates of CPSUs ● Handle key personnel management issues ● Publicize the achievements of the division at various internal and external forums ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> ● Coordinate and allocate work amongst staff for drafting, carrying out studies ● Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned ● Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of Hydro wing ○ Ministry of Power on matters pertaining to the division ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review and inputs on 'Power Potential Studies' ● Review and inputs on the following aspects of DPR of HE and PSP projects: <ul style="list-style-type: none"> ○ Power potential studies ○ Cost estimates for E&M and miscellaneous works and their phasing ○ Construction power ● Review and inputs on reports for: 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) ● Technical aspects of DPR preparation and concurrence related to power potential studies, cost estimates for E&M and miscellaneous works, construction power etc. ● Reservoir simulation studies ● Appraisal of HE and PSP projects ● CERC regulations on hydro tariff ● Regulations/guidelines for formulation, examination & concurrence of DPRs of HE and PSP projects ● Guidelines for Three Stage Procedure ● Examination and vetting of pre-feasibility/feasibility reports for accord 	<ul style="list-style-type: none"> ● Review policies, proposals, reports, note sheet ● Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting ● File management using One Drive, E-office ● Coordination and logistics management skills ● Planning, monitoring and project management of related divisional works ● Compliance management ● Knowledge Management System including data gathering, information retrieval and collaboration ● Know-how of vigilance policies and procedures ● Grievance handling of employees 	<ul style="list-style-type: none"> ● Supporting role in strategic leadership skills to provide direction ● Decision-making support ● Strong collaboration and teamwork ● Public speaking skills ● Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback ● Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation ● Contributing to achieving measurable results under guidance ● Exhibit ethical behavior at all times ● Multi-tasking and time management skills 	

Position	Roles/ Responsibilities (HPA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Concurrence of HE and PSP projects, including appraisal of the projects ○ Approval of revised cost estimates and design energy of HE and PSP projects ● Review and inputs on: <ul style="list-style-type: none"> ○ Pre-feasibility/feasibility reports for accord of commercial viability to CPSU HE projects under Three Stage Procedure ○ Cost estimates of Stage-II activities of HE projects under Three Stage Procedure ● Carry out monthly review meeting (ISO meeting) of progress of works and review of Management Information System Report and Monitoring Matrix of HPA Division ● Review and inputs on guidelines for: <ul style="list-style-type: none"> ○ Formulation, examination & concurrence of DPRs of HE projects and pumped storage projects - Revised guidelines under submission to Authority ○ Examination of Memorandum of Changes proposals ○ Examination of Revised Design Energy proposals ○ Examination of Revised Cost Estimates of CPSUs ● Ensure all reports/publications are issued in timely manner and the same are also available on CEA website/desired forums ● Handle grievances of the employees of the division and escalate if required ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> ○ of commercial viability to CPSU HE projects under Three Stage Procedure ● Regulations/guidelines for examination of Memorandum of Changes proposals, revised design energy and cost estimates proposals ● Technical aspects of examination of proposals for budgetary support for enabling infrastructure works of HE and PSP projects 	<ul style="list-style-type: none"> ● People management issues 	<ul style="list-style-type: none"> ● Proactiveness in work management ● Problem solving ability

Position	Roles/ Responsibilities (HPA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Deputy Director (DD)	<ul style="list-style-type: none"> Examination and vetting of the following aspects of DPR of HE and PSP projects: <ul style="list-style-type: none"> Power potential studies Cost estimates for E&M and miscellaneous works and their phasing Construction power Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> Concurrence of HE and PSP projects, including appraisal of the projects Approval of revised cost estimates and design energy of HE and PSP projects Examination, vetting and notes for approval: <ul style="list-style-type: none"> Pre-feasibility/feasibility reports for accord of commercial viability to CPSU HE projects under Three Stage Procedure Cost estimates of Stage-II activities of HE projects under Three Stage Procedure Prepare guidelines for: <ul style="list-style-type: none"> Formulation, examination & concurrence of DPRs of HE projects and pumped storage projects - Revised guidelines under submission to Authority Examination of Memorandum of Changes proposals Examination of Revised Design Energy proposals Examination of Revised Cost Estimates of CPSUs Examination of proposals for budgetary support for enabling infrastructure works of HE and PSPs Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) Technical aspects of DPR preparation and concurrence related to power potential studies, cost estimates for E&M and miscellaneous works, construction power etc. Reservoir simulation studies Appraisal of HE and PSP projects CERC regulations on hydro tariff Regulations/guidelines for formulation, examination & concurrence of DPRs of HE and PSP projects Guidelines for Three Stage Procedure Examination and vetting of pre-feasibility/feasibility reports for accord of commercial viability to CPSU HE projects under Three Stage Procedure Regulations/guidelines for examination of Memorandum of Changes proposals, revised design energy and cost estimates proposals Technical aspects of examination of proposals for budgetary support for enabling infrastructure works of HE and PSP projects 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	

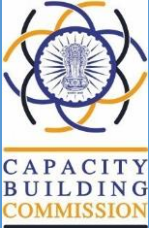


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Position	Roles/ Responsibilities (HPA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level</p> <ul style="list-style-type: none"> • Help in coordinating data/inputs from concerned agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of hydro wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review the minutes of meeting to be circulated for key meetings • Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> • Examination and vetting of the following aspects of DPR of HE and PSP projects: <ul style="list-style-type: none"> ○ Power potential studies ○ Cost estimates for E&M and miscellaneous works and their phasing ○ Construction power • Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Concurrence of HE and PSP projects, including appraisal of the projects ○ Approval of revised cost estimates and design energy of HE and PSP projects • Examination, vetting and notes for approval: 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Technical aspects of DPR preparation and concurrence related to power potential studies, cost estimates for E&M and miscellaneous works, construction power etc. • Reservoir simulation studies • Appraisal of HE and PSP projects • CERC regulations on hydro tariff 	<ul style="list-style-type: none"> • Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	

Position	Roles/ Responsibilities (HPA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Pre-feasibility/feasibility reports for accord of commercial viability to CPSU HE projects under Three Stage Procedure ○ Cost estimates of Stage-II activities of HE projects under Three Stage Procedure ● Prepare guidelines for: <ul style="list-style-type: none"> ○ Formulation, examination & concurrence of DPRs of HE and PSP projects - Revised guidelines under submission to Authority ○ Examination of Memorandum of Changes proposals ○ Examination of Revised Design Energy proposals ○ Examination of Revised Cost Estimates of CPSUs ● Examination of proposals for budgetary support for enabling infrastructure works of HE and PSPs ● Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of Hydro wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ● Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy ● Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP 	<ul style="list-style-type: none"> ● Regulations/guidelines for formulation, examination & concurrence of DPRs of HE and PSP projects ● Guidelines for Three Stage Procedure ● Examination and vetting of pre-feasibility/feasibility reports for accord of commercial viability to CPSU HE projects under Three Stage Procedure ● Regulations/guidelines for examination of Memorandum of Changes proposals, revised design energy and cost estimates proposals ● Technical aspects of examination of proposals for budgetary support for enabling infrastructure works of HE and PSP projects 	<ul style="list-style-type: none"> ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 		



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Position	Roles/ Responsibilities (HPA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with HPA officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 26: HPA Division, Hydro Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Technical matters related to concurrence of HE and PSP projects, including power potential studies (reservoir simulation studies)	I	I	I	B
Examination and vetting of Revised Cost Estimates and Design Energy in respect of CPSU HE and PSP projects	I	I	I	B
Examination of proposals for budgetary support for enabling infrastructure works of HE and PSP projects	I	I	B	B
Examination and concurrence of DPRs of HE and PSP projects	I	I	B	B
Functional				
Conducting review meetings	I	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	I	I	I	I
Strategic leadership	I	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Key Findings

The key findings based on interaction with division officials are as below.

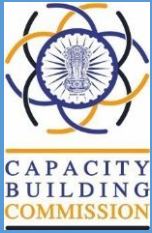
- Would be useful to have a Reservoir Simulation Tool in the future; presently being carried out using excel only
- Project site visits may be conducted for under-construction, projects in S&I stage to develop better understanding of the hydro segment

Division 2: Hydro Project Planning & Investigation (HPP&I), Hydro Wing

The mandate of the division is to formulate policy for sustainable hydro power development, develop long-term hydro power development plan and monitor survey & investigation (S&I) works of hydro and PSP projects. The division is also responsible for all matters related to existing hydro-electric potential and its development in the country.

The other roles/responsibilities of the division include:

- Formulate long-term hydro power development plan and coordinate with planning wing for preparation of National Electricity Plan
- Preparation of state-wise/basin-wise notes on hydro-electric potential development and periodical review of state-wise/region-wise /basin-wise hydro-electric potential development
- Coordination of basin-wise reassessment of hydroelectric potential in the country
- Fast-tracking and assistance to developers in DPR preparation under the new procedure of DPR submission for projects costing more than 1000 Crores (the sum specified by Central Government from time-to-time)
- Advising Central Government on the matters relating to Indus Water Treaty (IWT), bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development
- Fixation of generation targets of H.E stations in the country
- Project planning and project optimization studies for H.E projects
- Monitoring of generation of HEPs (above 25 MW)
- Preparation of following reports:
 - Annual report on Review of Performance of H.E stations in the country
 - Annual report on hydro generation performance data
 - Quarterly report on Hydro Scene of India
 - Quarterly progress report of H.E. schemes under survey & investigation in the country
 - State-wise reports on hydroelectric potential development
- Monitoring of implementation of Early Warning System in HEPs
- Matters related to Expert Body of MOEF on upper reaches of Ganga
- Cooperation with neighbouring countries as well as international cooperation like Nepal, Bhutan, China, Myanmar etc. including tariff matters for Chukha, Mangdechhu etc.



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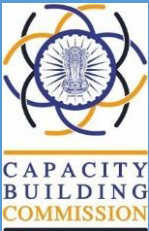
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- Matters related to Standing Committee on Energy/Consultative Committee/ Demand for Grant
- Matters related to Technical Advisory Committee of MOWR, BBMB, Brahmaputra Board, UYRB, NWDA, NCA, SSRRC etc.
- All matters related to Pumped Storage Hydro Electric Projects and schemes in the country
- Matters related to Standing Technical Committee (STC) on conversion of storage to ROR scheme
- Matters related to potential and development of floating solar power in India and evolution of standards
- Consultancy services for preparation of power chapters in connection with preparation of DPR

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 27: HPP&I Division, Hydro Wing: Competency assessment

Position	Roles/ Responsibilities (HPP&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power on matters pertaining to the division ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Oversee and review reports of: <ul style="list-style-type: none"> ○ S&I of HE and PSP projects ○ State-wise/basin-wise notes on hydro-electric potential development ○ Long-term hydro power development • Review and approval of: <ul style="list-style-type: none"> ○ Policy for sustainable hydro power development ○ Generation targets of H.E stations in the country • Review and inputs on: <ul style="list-style-type: none"> ○ Matters related to Indus Water Treaty (IWT), bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development ○ Potential and development of floating solar power in India ○ Matters related to conversion of storage to ROR scheme • Handle key personnel management issues • Publicize the achievements of the division at various internal and external forums 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • CERC regulations on hydro tariff • Technical aspects of S&I of hydro projects • Basin re-assessment studies for assessing hydroelectric potential • Know-how of regulations related to Indus Water Treaty, bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development • Concepts and trends around floating solar power in India • Early warning systems in HEPs • Project planning and project optimization studies for H.E projects 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results 	



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Position	Roles/ Responsibilities (HPP&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 			
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of Hydro wing Ministry of Power on matters pertaining to the division Standing Committee on Energy Parliamentary Consultative Committee Review and inputs on reports of: <ul style="list-style-type: none"> S&I of HE and PSP projects State-wise/basin-wise notes on hydro-electric potential development Long-term hydro power development Review and inputs on: <ul style="list-style-type: none"> Policy for sustainable hydro power development Generation targets of H.E stations in the country Review and inputs on: <ul style="list-style-type: none"> Matters related to Indus Water Treaty (IWT), bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development Potential and development of floating solar power in India 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) CERC regulations on hydro tariff Technical aspects of S&I of hydro projects Basin re-assessment studies for assessing hydroelectric potential Regulations related to Indus Water Treaty, bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development Concepts and trends around floating solar power in India Early warning systems in HEPs Project planning and project optimization studies for H.E projects 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability

Position	Roles/ Responsibilities (HPP&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Matters related to conversion of storage to ROR scheme ● Monitoring of implementation of Early Warning System in HEPs ● Ensure all reports/publications are issued in timely manner and the same are also available on CEA website/desired forums ● Handle grievances of the employees of the division and escalate if required ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> ● Preparation of reports on: <ul style="list-style-type: none"> ○ S&I of HE and PSP projects ○ State-wise/basin-wise notes on hydro-electric potential development ○ Long-term hydro power development ○ Review of Performance of H.E stations in the country ● Develop draft policy for sustainable hydro power development ● Coordination of basin-wise reassessment of hydroelectric potential in the country ● Identify generation targets of H.E stations in the country ● Provide inputs/responses on: <ul style="list-style-type: none"> ○ Matters related to Indus Water Treaty (IWT), bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development ○ Potential and development of floating solar power in India ○ Matters related to conversion of storage to ROR scheme 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) ● CERC regulations on hydro tariff ● Technical aspects of S&I of hydro projects ● Basin re-assessment studies for assessing hydroelectric potential ● Regulations related to Indus Water Treaty, bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development ● Technical concepts around floating solar power in India ● Early warning systems in HEPs ● Project planning and project optimization studies for H.E projects 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	

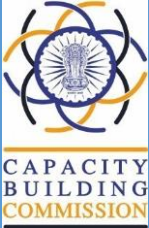
Position	Roles/ Responsibilities (HPP&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Matters related to Expert Body of MOEF on upper reaches of Ganga ● Monitoring of implementation of Early Warning System in HEPs ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Help in coordinating data/inputs from concerned departments/agencies ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of hydro wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> ● Preparation of reports on: <ul style="list-style-type: none"> ○ S&I of HE and PSP projects ○ State-wise/basin-wise notes on hydro-electric potential development ○ Long-term hydro power development ○ Review of Performance of H.E stations in the country 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) ● CERC regulations on hydro tariff 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication 	



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Position	Roles/ Responsibilities (HPP&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Develop draft policy for sustainable hydro power development Coordination of basin-wise reassessment of hydroelectric potential in the country Identify generation targets of H.E stations in the country Provide inputs/responses on: <ul style="list-style-type: none"> Matters related to Indus Water Treaty (IWT), bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development Potential and development of floating solar power in India Matters related to conversion of storage to ROR scheme Matters related to Expert Body of MOEF on upper reaches of Ganga Monitoring of implementation of Early Warning System in HEPs Monitoring of generation of HEPs Fast-tracking and assistance to developers in DPR preparation under the new procedure of DPR submission for projects costing more than Rs. 1000 Crores Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters Drafting letters/circulars/OM/note sheets for stakeholder management Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy 	<ul style="list-style-type: none"> Technical aspects of S&I of hydro projects Basin re-assessment studies for assessing hydroelectric potential Regulations related to Indus Water Treaty, bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development Technical concepts around floating solar power in India Early warning systems in HEPs Project planning and project optimization studies for H.E projects 	<p>responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc.</p> <ul style="list-style-type: none"> Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	<ul style="list-style-type: none"> Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking



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Position	Roles/ Responsibilities (HPP&I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with HPP&I officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 28: HPP&I Division, Hydro Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Technical expertise in Survey & Investigation of hydro projects	A	I	A	I
Basin re-assessment studies for assessing hydro potential	A	I	I	B
Early Warning System in HEPs	A	I	I	B
Project planning and project optimization studies for H.E projects	A	I	I	I
Regulations related to Indus Water Treaty, bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development	A	I	B	B
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	A	A	I	I
Strategic leadership	I	I	NA	NA
Decision-making	A	A	NA	NA
Human resource management	A	A	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	B
Performance management	NA	NA	I	B
Problem solving	NA	NA	I	B

Key Findings

The key findings based on interaction with division officials are as below.

- Key expertise required in this division is know-how related to basin re-assessment studies for assessing hydro-electric potential
- Technical expertise is required to carry out survey & investigation of projects
- Would be good to enhance expertise in advanced excel, including macros

Division 3: Hydro Project Monitoring (HPM) Division, Hydro Wing

The key mandate of the division is to monitor progress of all under-construction hydro-electric power projects (above 25 MW) in the country (after all statutory clearances and award of first major civil contract). The progress of hydro projects is reviewed by means of monthly progress reports, site visits and meetings in CEA/MoP. The bottlenecks/critical areas are identified and highlighted in reports and addressed at appropriate levels in the Government.

The other roles/responsibilities of the division include:

- Identify critical areas leading to time and cost over-runs and suggest timely remedial measures
- Formulate hydro capacity addition program for the Five-Year Plan and likely year-wise capacity addition programme during the Five-Year Plan based on the progress of works (*National Priority*)
- Quarterly/monthly status reports of ongoing projects
- Management Information System (MIS) Template: Monthly uploading of data related to site visits & review meeting and compliance of decisions on MoP portal
- Compliance of various regulations of CEA and TEC conditions
- Assistance to various Task Force appointed by Ministry of Power
- Representation on various Committees constituted by MoP/CEA & BIS
- Monitoring of Independent Engineer (IE) & Conciliation Committee of Independent Experts (CCIE) Mechanism & allotment of contractual disputes to various panels of CCIE
- Monitoring of the expenditure in state & private hydro projects under National Infrastructure Projects
- Examination of MoU targets for the next year and evaluation of MoU achievement for the previous year in respect of all Hydro CPSU's i.e. NHPC, NTPC, NEEPCO, SJVNL and THDC
- Recommendation on award schemes for early completion of hydro-electric power projects (> 25 MW)

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 29: HPM Division, Hydro Wing: Competency assessment

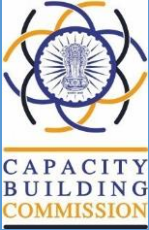
Position	Roles/ Responsibilities (HPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power on matters pertaining to the division ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Oversee and review reports of: <ul style="list-style-type: none"> ○ Monitoring progress of under-construction hydro projects ○ Critical areas leading to time and cost over-runs and remedial measures ○ Hydro capacity addition program for the Five-Year Plan • Attend review meetings related to monitoring progress of hydro projects • Examination of MoU targets for the next year and evaluation of MoU achievement for the previous year in respect of all Hydro CPSU's i.e. NHPC, NTPC, NEEPCO, SJVNL and THDC • Review and provide inputs on: <ul style="list-style-type: none"> ○ Monitoring of IE & CCIE Mechanism & allotment of contractual disputes to various panels of CCIE ○ Monitoring of the expenditure in state & private hydro projects under National Infrastructure Projects • Representation on various Committees constituted by MoP/CEA & BIS • Recommendation on award schemes for early completion of hydro-electric power projects 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • CERC regulations on hydro tariff • Project monitoring of under-construction hydro projects • Regulations concerning time and cost-overrun of under-construction hydro projects • Regulations related to IE & CCIE Mechanism • Remedial measures for time and cost over-run cases/timely completion of hydro projects 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results



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Position	Roles/ Responsibilities (HPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Monitoring of compliance to various regulations/guidelines of CEA/MOP etc. Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of Hydro wing Ministry of Power on matters pertaining to the division Standing Committee on Energy Parliamentary Consultative Committee Review and inputs on reports of: <ul style="list-style-type: none"> Monitoring progress of under-construction hydro projects Critical areas leading to time and cost over-runs and remedial measures Hydro capacity addition program for the Five-Year Plan Attend review meetings related to monitoring progress of hydro projects Examination of MoU targets for the next year and evaluation of MoU achievement for the previous year in respect of all Hydro CPSU's i.e. NHPC, NTPC, NEEPCO, SJVNL and THDC Review and provide inputs on: 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) CERC regulations on hydro tariff Project monitoring of under-construction hydro projects Regulations concerning time and cost-overrun of under-construction hydro projects Regulations related to IE & CCIE Mechanism Remedial measures for time and cost over-run cases/timely completion of hydro projects 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	



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Position	Roles/ Responsibilities (HPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Monitoring of IE & CCIE Mechanism & allotment of contractual disputes to various panels of CCIE ○ Monitoring of the expenditure in state & private hydro projects under National Infrastructure Projects ● Assistance to various Task Force appointed by Ministry of Power ● Representation on various Committees constituted by MoP/CEA & BIS ● Recommendation on award schemes for early completion of hydro-electric power projects ● Ensure all reports/publications are issued in timely manner and the same are also available on CEA website/desired forums ● Handle grievances of the employees of the division and escalate if required ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> ● Preparation of reports on: <ul style="list-style-type: none"> ○ Monitoring progress of under-construction hydro projects ○ Identify critical areas leading to time and cost over-runs and remedial measures ○ Hydro capacity addition program for the Five-Year Plan ● Conduct review meetings related to monitoring progress of hydro projects and highlighting critical areas ● Examination of MoU targets for the next year and evaluation of MoU achievement for the previous year in respect of all Hydro CPSU's i.e. NHPC, NTPC, NEEPCO, SJVNL and THDC ● Monitoring of: 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) ● CERC regulations on hydro tariff ● Project monitoring of under-construction hydro projects ● Regulations concerning time and cost-overrun of under-construction hydro projects ● Regulations related to IE & CCIE Mechanism 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	

Position	Roles/ Responsibilities (HPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ IE & CCIE Mechanism & allotment of contractual disputes to various panels of CCIE ○ Expenditure in state & private hydro projects under National Infrastructure Projects ● Preparation of material for reply/assistance to various Task Force appointed by MoP ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Coordinating data/inputs from concerned departments/agencies ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of hydro wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> ● Remedial measures for time and cost over-run cases/timely completion of hydro projects ● Database management 	<ul style="list-style-type: none"> ● Data management and analysis 		
Assistant Director (AD)	<ul style="list-style-type: none"> ● Preparation of reports on: <ul style="list-style-type: none"> ○ Monitoring progress of under-construction hydro projects 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork 	

Position	Roles/ Responsibilities (HPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Identify critical areas leading to time and cost over-runs and remedial measures ○ Hydro capacity addition program for the Five-Year Plan ● Examination of MoU targets for the next year and evaluation of MoU achievement for the previous year in respect of all Hydro CPSU's i.e. NHPC, NTPC, NEEPCO, SJVNL and THDC ● Monitoring of: <ul style="list-style-type: none"> ○ IE & CCIE Mechanism & allotment of contractual disputes to various panels of CCIE ○ Expenditure in state & private hydro projects under National Infrastructure Projects ● Preparation of material for reply/assistance to various Task Force appointed by MoP ● Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of Hydro wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ● Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy ● Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<p>Electricity Policy, National Electricity Plan, National Tariff Policy)</p> <ul style="list-style-type: none"> ● CERC regulations on hydro tariff ● Project monitoring of under-construction hydro projects ● Regulations concerning time and cost-overrun of under-construction hydro projects ● Regulations related to IE & CCIE Mechanism ● Remedial measures for time and cost over-run cases/timely completion of hydro projects ● Database management 	<ul style="list-style-type: none"> ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with HPM officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 30: HPM Division, Hydro Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
CERC regulations on hydro tariff	A	A	I	I
Project monitoring of under-construction hydro projects	A	A	I	I
Regulations related to time and cost-overrun of under-construction hydro projects	A	A	I	I
Regulations related to IE & CCIE Mechanism	A	A	B	B
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	A	A	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	A	NA	NA
Coordination and logistics management skills	NA	A	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	A	I	I
Strategic leadership	A	A	NA	NA
Decision-making	A	A	NA	NA
Human resource management	A	A	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

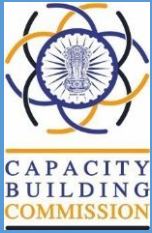
- Currently, no specific software is being used for project monitoring of under-construction hydro projects. However, in future it would be good to have project management/monitoring tools such as Primavera, MS Projects which are also used by other central sector PSUs like NHPC for monitoring of projects
- An IT portal is under development with the help of an external IT firm for project monitoring dashboard. It would be good to have people of IT background/software engineers to develop the project monitoring tools/portal in-house in the future

Division 4: Hydro Engineering & Technology Development & Renovation Modernization (HE&TD&RM) Division, Hydro Wing

The key mandate of the division is to specify & prepare technical standards/regulation for construction, operation & maintenance for hydro power plants. It is also responsible for identification and finalization of Renovation and Modernization (R&M) schemes in HEPs in the country.

The other roles/responsibilities of the division include:

- Preparation & examination of the chapter on Electrical & Mechanical (E&M) equipment, related drawings and bill of quantities of the Detailed Project Report of Hydro Electric Projects and lift irrigation schemes/multi-purpose projects referred by Central Water Commission (CWC)
- Facilitate R&D activities and capabilities in technology and engineering in the field of hydro power
- Technical studies related to hydro-generation norms and investigations into accident on project sites
- Examination of E&M aspect of Revised Cost Estimates/Memorandum of Changes of HE projects
- Design & Engineering (Principal/ Review/Overview consultancy) services for E&M works in construction of hydro power projects
- Preparation/review of guidelines on R&M Schemes in HEPs
- Conduct safety audit of hydro generating stations
- Appraisal and monitoring of hydro R&M proposals
- Assistance to power generating utilities in preparation of DPRs for R&M schemes in HEPs
- Advisory on technical matters relating to hydropower sector
- Inputs for fixing MLC of E&M equipment & draft clauses of PPP-MII Order in respect of hydro power issued by Ministry of Power
- Examination of representations from various associations/manufacturers considering latest PPP-MII order & other relevant MoP & DPIIT Orders
- Scrutiny of tenders of hydro power sector having value more than Rs. 500 Crore to ensure compliance to PPP-MII Order
- Technical advice/assistance wherever required in post-commissioning issues



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- Miscellaneous works like VIP references, Parliament Questions, Parliament Standing Committee on Energy/Consultative Committee, RTI queries and technical work of committees including BIS Committees

The table below describes, for each staff position, the roles and responsibilities assigned, and the competencies required to perform them effectively.

Table 31: HE&TD&RM Division, Hydro Wing: Competency assessment

Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power on matters pertaining to the division ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Oversee and review: <ul style="list-style-type: none"> ○ Preparation of technical standards/regulation for construction, operation & maintenance of hydro power plants ○ Guidelines on R&M schemes in HEPs • Review and provide inputs on: <ul style="list-style-type: none"> ○ E&M aspect of Revised Cost Estimates/Memorandum of Changes of HE projects ○ Design & Engineering consultancy services (principal/review) for E&M works related to Hydro Power Projects (including Pump Storage Project) ○ Appraisal and monitoring of Hydro R&M proposals ○ Chapter on E&M equipment, related drawings etc. for HEPs. • Review and provide inputs for preparation of SOP of Early Warning System (EWS). Oversee review meetings for status of implementation of EWS in vulnerable and non-vulnerable Hydro Projects 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Design & engineering aspects of E&M works of hydro projects • CEA technical standards/regulation for construction, operation & maintenance of hydro power plants • Guidelines on R&M Schemes in HEPs • Appraisal and monitoring of hydro R&M proposals • Technical aspects of safety audit of hydro power plants (CC) 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results

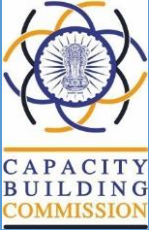
Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Oversee work related to Dispute Resolution Committee (DRC) Panel and review MIS containing the details of the status of the dispute resolution of DRCs and the status of Independent Engineers(IE) and the disputes as gathered from DRC and the utilities Work related to identification and finalization of Renovation and Modernization (R&M) Schemes in Hydro Electric Projects in the country in consultation with power generating utilities Provide assistance to power generating utilities/Government Departments in preparation of DPRs for new Hydro Electric Projects and R&M Schemes in HEPs Review and provide inputs on Quarterly Progress Report for the progress of R&M schemes of HEPs Review inputs for fixing MLC of E&M equipment & draft clauses of PPP-MII order in respect of Hydro Power to be issued by Ministry of Power Scrutiny of tenders of hydro power sector having value more than Rs. 500 Crore to ensure compliance to PPP MII Order Facilitate R&D activities and capabilities in technology and Engineering in the field of Hydro Power Generation and transfer of state of art technology, provide in house R&D base for adaptation Review of proposals under NPP and RSOP schemes of CPRI in Hydro Power Sector Review response on innovative proposals, bilateral cooperation with other countries 				



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Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Review safety audit of HE plants Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of Hydro wing Ministry of Power on matters pertaining to the division Standing Committee on Energy Parliamentary Consultative Committee Review and provide inputs on: <ul style="list-style-type: none"> E&M aspect of Revised Cost Estimates/Memorandum of Changes of HE projects Design & Engineering consultancy services (principal/review) for E&M works related to Hydro Power Projects (including Pump Storage Project) Appraisal and monitoring of Hydro R&M proposals Review and provide inputs for preparation of SOP of Early Warning System (EWS). Oversee review meetings for status of 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) Design & engineering aspects of E&M works of hydro projects CEA technical standards/regulation for construction, operation & maintenance of hydro power plants Guidelines on R&M Schemes in HEPs Appraisal and monitoring of hydro R&M proposals Technical aspects of safety audit of hydro power plants (CC) 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	



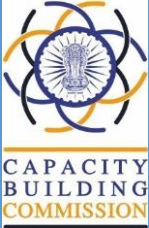
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Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>implementation of EWS in vulnerable and non-vulnerable hydro projects</p> <ul style="list-style-type: none"> • Oversee work related to Dispute Resolution Committee (DRC) Panel and review MIS containing the details status of the dispute resolution of DRCs and the status of Independent Engineers(IE) and the disputes as gathered from DRC and the utilities • Work related to identification and finalization of Renovation and Modernization (R&M) Schemes in Hydro Electric Projects in the country in consultation with power generating utilities • Provide assistance to power generating utilities/Government Departments in preparation of DPRs for new Hydro Electric Projects and R&M Schemes in HEPs • Review and provide inputs on Quarterly Progress Report for the progress of R&M schemes of HEP • Review inputs for fixing MLC of E&M equipment & draft clauses of PPP-MII order in respect of Hydro Power to be issued by Ministry of Power • Scrutiny of tenders of hydro power sector having value more than Rs. 500 Crore to ensure compliance to PPP MII Order • Examination of the chapter on Electrical & Mechanical (E&M) equipment, related drawings and bill of quantities of DPR for Hydro Electric Projects • Review and inputs on: <ul style="list-style-type: none"> ○ Preparation of technical standards/regulation for construction, 				

Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> operation & maintenance for hydro power plants <ul style="list-style-type: none"> ○ Guidelines on R&M Schemes in HEPs • Facilitate R&D activities and capabilities in technology and Engineering in the field of Hydro Power Generation and transfer of state of art technology, provide in house R&D base for adaptation • Review of proposals under NPP and RSOP schemes of CPRI in Hydro Power Sector • Review response on innovative proposals, bilateral cooperation with other countries. • Conduct safety audit of hydro generating stations • Ensure all reports/publications are issued in timely manner and the same are also available on CEA website/desired forums • Handle grievances of the employees of the division and escalate if required • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> • Preparation & examination of the chapter on Electrical & Mechanical (E&M) equipment, related drawings and bill of quantities of the Detailed Project Report of HE Projects • Specify & prepare technical standards/regulation for construction, operation & maintenance of hydro plants • Prepare reports on: <ul style="list-style-type: none"> ○ E&M aspect of Revised Cost Estimates/ Memorandum of Changes of HE projects 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Design & engineering aspects of E&M works of hydro projects • CEA technical standards/regulation for construction, operation & maintenance of hydro power plants • Guidelines on R&M Schemes in HEPs 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management 	

Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Design & Engineering consultancy services (principal/review) for E&M works related to Hydro Power Projects (including Pump Storage Project) • Preparation of SOP of Early Warning System(EWS). Conduct review meetings for status of implementation of EWS in vulnerable and non-vulnerable Hydro Projects • Work related to allocation of Dispute Resolution Committee (DRC) Panel. Preparation of MIS containing the details of the status of the dispute resolution of DRCs and the status of Independent Engineers(IE) and the disputes as gathered from DRC and the utilities and sending the same to MoP every month • Work related to identification and finalization of Renovation and Modernization (R&M) Schemes in Hydro Electric Projects in the country in consultation with power generating utilities. • Preparation of Quarterly Progress Report for the progress of R&M schemes of HEPs • Work related to facilitation of R&D activities and capabilities in technology and Engineering in the field of Hydro Power Generation and transfer of state of art technology, provide in house R&D base for adaptation • Examination of proposals under NPP and RSOP schemes of CPRI in Hydro Power Sector • Prepare inputs on innovative proposals, bilateral cooperation with other countries 	<ul style="list-style-type: none"> • Appraisal and monitoring of hydro R&M proposals • Technical aspects of safety audit of hydro power plants (CC) • Preparation of DPRs for R&M schemes in HEPs • Expertise in use of AUTOCAD 	<ul style="list-style-type: none"> • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Analytical thinking 	



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Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> • R&M schemes related work: <ul style="list-style-type: none"> ○ Preparation/review of guidelines on R&M Schemes in HEPs ○ Appraisal and monitoring of hydro R&M proposals ○ Assistance to power generating utilities in preparation of DPRs for R&M schemes in HEPs • Conduct safety audit of HE stations • Inputs for fixing MLC of E&M equipment & draft clauses of PPP-MII Order in respect of hydro power issued by Ministry of Power • Scrutiny of tenders of hydro power sector having value more than Rs. 500 Crore to ensure compliance to PPP-MII Order • Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Help in coordinating data/inputs from concerned departments/agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of hydro wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review the minutes of meeting to be circulated for key meetings 				

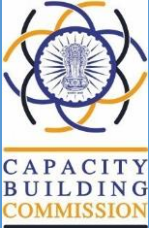


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Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> Preparation & examination of the chapter on Electrical & Mechanical (E&M) equipment, related drawings and bill of quantities of the Detailed Project Report of HE Projects Specify & prepare technical standards/regulation for construction, operation & maintenance of hydro plants Prepare reports on: <ul style="list-style-type: none"> E&M aspect of Revised Cost Estimates/ Memorandum of Changes of HE projects Design & Engineering consultancy services (principal/review) for E&M works related to Hydro Power Projects (including Pump Storage Project) Preparation of SOP of Early Warning System(EWS). Conduct review meetings for status of implementation of EWS in vulnerable and non-vulnerable Hydro Projects Work related to allocation of Dispute Resolution Committee (DRC) Panel. Preparation of MIS containing the details of the status of the dispute resolution of DRCs and the status of Independent Engineers(IE) and the disputes as gathered from DRC and the utilities and sending the same to MoP every month Work related to identification and finalization of Renovation and 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) Design & engineering aspects of E&M works of hydro projects CEA technical standards/regulation for construction, operation & maintenance of hydro power plants of CEA Guidelines on R&M Schemes in HEPs Appraisal and monitoring of hydro R&M proposals Technical aspects of safety audit of hydro power plants (CC) Preparation of DPRs for R&M schemes in HEPs Expertise in use of AUTOCAD 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	

Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>Modernization (R&M) Schemes in Hydro Electric Projects in the country in consultation with power generating utilities</p> <ul style="list-style-type: none"> • Preparation of Quarterly Progress Report for the progress of R&M schemes of HEPs • R&M schemes related work: <ul style="list-style-type: none"> ○ Preparation/review of guidelines on R&M Schemes in HEPs ○ Appraisal and monitoring of hydro R&M proposals ○ Assistance to power generating utilities in preparation of DPRs for R&M schemes in HEPs • Conduct safety audit of HE stations • Inputs for fixing MLC of E&M equipment & draft clauses of PPP-MII Order in respect of hydro power issued by Ministry of Power • Scrutiny of tenders of hydro power sector having value more than Rs. 500 Crore to ensure compliance to PPP-MII Order • Work related to facilitation of R&D activities and capabilities in technology and Engineering in the field of Hydro Power Generation and transfer of state of art technology, provide in house R&D base for adaptation • Examination of proposals under NPP and RSOP schemes of CPRI in Hydro Power Sector • Prepare inputs on innovative proposals, bilateral cooperation with other countries • Preparation of material for reply/assistance to various Task Force appointed by MoP 				



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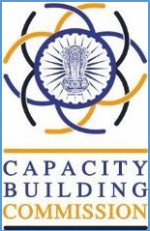
Position	Roles/ Responsibilities (HE&TD&RM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> • Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of Hydro wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 				

Proficiency Assessment

Based on inputs gathered during interviews with HE&TD&RM officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below.

Table 32: HE&TD&RM Division, Hydro Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Design & engineering aspects of E&M works of hydro projects	A	-	I	I
Technical standards/regulation for construction, O&M of hydro power plants	I	-	A	I
Guidelines on R&M Schemes in HEPs	I	-	I	B
Appraisal and monitoring of hydro R&M proposals	I	-	I	B
DPR preparation for R&M schemes in HEPs	I	-	I	B
Technical aspects of safety audit of hydro power plants	B	-	I	B
Functional				
Conducting review meetings	A	-	NA	NA
Reviewing policies, proposals, reports, note sheet	I	-	NA	NA
Planning, monitoring and project management	I	-	NA	NA
Budgetary and financial matters	I	-	NA	NA
Risk management and compliance	I	-	NA	NA
Knowledge Management System	NA	-	NA	NA
Coordination and logistics management skills	NA	-	NA	NA
File management using One Drive	NA	-	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	I	-	I	I
Strategic leadership	I	-	NA	NA
Decision-making	I	-	NA	NA
Human resource management	I	-	NA	NA
Negotiation skills	I	-	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I



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Key Findings

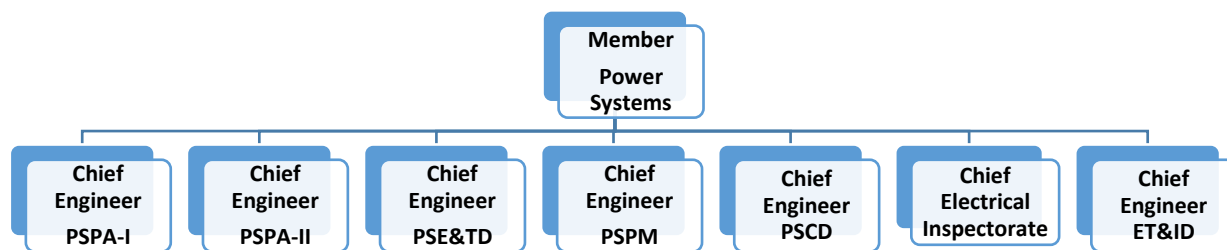
The key findings based on interaction with division officials are as below.

- Design & Engineering of Electrical & Mechanical (E&M) concepts is a key competency for this division, particularly turbine design
- Training in simulation software such as AUTOCAD may be imparted to the new joiners
- Expertise in international standards such as International Electro-technical Commission (IEC), British Standards (BS) etc. is required to carry out consultancy services

Power Systems Wing

The Wing is headed by Member (Power Systems) and is responsible for planning and development of transmission system consistent with national power plans. The core responsibilities include appraisal of transmission projects, design and engineering, development of standards and renovation and modernization works of transmission schemes. The wing is also responsible for monitoring the progress of under-construction transmission projects and coordinating works related to telecommunication system and power lines. Chief Electrical Inspectorate (CEI), as part of this wing carries out inspection of existing and new electrical installations in Union Territories and Central Government Departments and investigation into accidents on electrical installations and suggesting remedial measures for their minimization and prevention.

Organizational Chart of Power Systems Wing



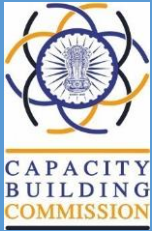
The subsections below provide detailed information on each division's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the said division.

Division 1: Power System Planning & Appraisal-I Division (NR, WR & SR) PSPA-I, Power Systems Wing

The key mandate entrusted with the PSPA-I division is appraisal of DPR of intra-state transmission schemes of NR, WR and SR including schemes for funding through Green Energy Corridor Scheme (GEC-I&II) of MNRE and grant of Central Government Funds/funding from Multilateral Agencies. It is also responsible for preparation of National Electricity Plan (NEP) related to transmission aspects, Perspective Plan on transmission and vetting of various STU schemes.

The other roles/responsibilities of the division include:

- Handling LTA/GNA/MToA/connectivity issue
- Granting approval under Section 68 of the Act
- Transmission planning studies to evolve the transmission system on national basis, inter-state and intra-state level through National Committee on Transmission (NCT)
- Appraisal of transmission system associated with power evacuation from hydro-electric power projects of NR, WR and SR



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- Appraisal of intra-state proposals for grant of Central Government Funds/funding from multilateral agencies
- Recommendation of National Clean Energy Fund (NCEF) grant from MNRE for the projects under GEC-I&II scheme
- Integration of RE in the grid and its coordination
- Formulation of agenda and preparation of minutes for the ISTS schemes pertaining to Northern, Western & Southern regions for meetings of NCT
- Coordination of inputs for preparation of RfP and RfQ documents for the transmission schemes being implemented through TBCB route, facilitating the Bid Process Coordinators (BPCs) in resolving various issues during the bidding process, finalizing location of sub-stations, bid opening, bid evaluation etc.

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 33: PSPA-I Division, Power Systems Wing: Competency assessment

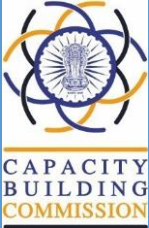
Position	Roles/ Responsibilities (PSPA-I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power on matters pertaining to the division Standing Committee on Energy Parliamentary Consultative Committee Review and approval of: <ul style="list-style-type: none"> Appraisal of DPR of intra-state transmission schemes of NR, WR and SR Appraisal of intra-state proposals for grant of Central Government Funds/funding from multilateral agencies Matters related to the ISTS schemes pertaining to NR, WR and SR regions Coordination of inputs for preparation of RfP and RfQ documents for the transmission schemes being implemented through TBCB route Overseeing policy matters including planning, finalization, monitoring for: <ul style="list-style-type: none"> Transmission planning studies to evolve the transmission system on national basis, inter-state and intra-state level through National Committee on Transmission (NCT) National Electricity Plan (NEP) related to transmission aspects, Perspective Plan on transmission and various STU schemes 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) Principles and practices of managing, operating and controlling the grid infrastructure Technical aspects of grid management, including load balancing, voltage control (NP) Assessing future power demands, and identifying transmission requirements (NP) Power system stability including voltage, transient and frequency stability Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes Know-how of software related to load flow studies (PSS-E) LTA/GNA/MToA/connectivity issue Bid process management through Tariff based Competitive Bidding (TBCB) 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	

Position	Roles/ Responsibilities (PSPA-I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> • Reviewing and approving proposal for: <ul style="list-style-type: none"> ○ Matters related to procurement of software/Training programs for Power System Wing of CEA • Granting approval under Section 68 of the Act • Handle key personnel management issues • Publicize the achievements of the division at various internal and external forums • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> • Coordinate and allocate work amongst staff for drafting, carrying out studies • Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned • Oversee stakeholder management and coordination with other wings of CEA/MOP • Review and provide inputs on the following: <ul style="list-style-type: none"> ○ Appraisal of DPR of intra-state transmission schemes of NR, WR and SR ○ Appraisal of intra-state proposals for grant of Central Government Funds/funding from multilateral agencies ○ Matters related to the ISTS schemes pertaining to NR, WR and SR regions ○ Inputs on preparation of RfP and RfQ documents for the transmission schemes being implemented through TBCB route • Review and inputs on planning studies: <ul style="list-style-type: none"> ○ Transmission planning studies to evolve the transmission system on national 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) • Principles and practices of managing, operating and controlling the grid infrastructure • Technical aspects of grid management including load balancing, voltage control (NP) • Assessing future power demands, and identifying transmission requirements (NP) • Power system stability including voltage, transient and frequency stability • Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes 	<ul style="list-style-type: none"> • Review policies, proposals, reports, note sheet • Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills 	

Position	Roles/ Responsibilities (PSPA-I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>basis, inter-state and intra-state level through National Committee on Transmission (NCT)</p> <ul style="list-style-type: none"> ○ National Electricity Plan (NEP) related to transmission aspects, Perspective Plan on transmission and various STU schemes ● Review approvals under Section 68 of Act ● Ensure all reports/publications are issued in timely manner and the same are also available on CEA website/desired forums ● Handle grievances of the employees of the division and escalate if required ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> ● Know-how of software related to load flow studies (PSS-E) ● LTA/GNA/MToA/connectivity issue ● Bid process management through Tariff based Competitive Bidding (TBCB) 		<ul style="list-style-type: none"> ● Proactiveness in work management ● Problem solving ability 	
Deputy Director (DD)	<ul style="list-style-type: none"> ● Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Appraisal of DPR of intra-state transmission schemes of NR, WR and SR ○ Appraisal of intra-state proposals for grant of Central Government Funds/funding from multilateral agencies ○ Matters related to the ISTS schemes pertaining to NR, WR and SR regions ○ Inputs for preparation of RfP and RfQ documents for the transmission schemes being implemented through TBCB route ● Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Transmission planning studies to evolve the transmission system on national basis, inter-state and intra-state level 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) ● Principles and practices of managing, operating and controlling the grid infrastructure ● Technical aspects of grid management, including load balancing, voltage control (NP) ● Assessing future power demands, and identifying transmission requirements (NP) ● Power system stability including voltage, transient and frequency stability 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	

Position	Roles/ Responsibilities (PSPA-I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>through National Committee on Transmission (NCT)</p> <ul style="list-style-type: none"> ○ National Electricity Plan (NEP) related to transmission aspects, Perspective Plan on transmission and various STU schemes ● Drafting and processing proposals/ files for: <ul style="list-style-type: none"> ○ Matters relating to procurement of software/Training programs for Power System Wing of Central Electricity Authority ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Help in coordinating data/inputs from concerned agencies ● Drafting letters/circulars/OM/note sheets for stakeholder management ● Review the minutes of meeting to be circulated for key meetings 	<ul style="list-style-type: none"> ● Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes ● Knowledge of software related to load flow studies (PSS-E) ● LTA/GNA/MToA/connectivity issue ● Bid process management through Tariff based Competitive Bidding (TBCB) 			
Assistant Director (AD)	<ul style="list-style-type: none"> ● Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Appraisal of DPR of intra-state transmission schemes of NR, WR and SR ○ Appraisal of intra-state proposals for grant of Central Government Funds/funding from multilateral agencies ○ Matters related to the ISTS schemes pertaining to NR, WR and SR regions 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) ● Principles and practices of managing, operating and controlling the grid infrastructure 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills 	

Position	Roles/ Responsibilities (PSPA-I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Inputs for preparation of RfP and RfQ documents for the transmission schemes being implemented through TBCB route ● Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Transmission planning studies to evolve the transmission system on national basis, inter-state and intra-state level through National Committee on Transmission (NCT) ○ National Electricity Plan (NEP) related to transmission aspects, Perspective Plan on transmission and various STU schemes ● Drafting and processing proposals/files for: <ul style="list-style-type: none"> ○ Matters related to procurement of software/Training programs for Power System Wing of Central Electricity Authority ● Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of Power Systems wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ● Prepare Minutes of Meeting of all key meetings ● Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP 	<ul style="list-style-type: none"> ● Technical aspects of grid management, including load balancing, voltage control (NP) ● Assessing future power demands, and identifying transmission requirements (NP) ● Power system stability including voltage, transient and frequency stability ● Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes ● Knowledge of software related to load flow studies (PSS-E) ● LTA/GNA/MToA/connectivity issue ● Bid process management through Tariff based Competitive Bidding (TBCB) 	<p>grievances, drafting letters and emails, parliament questions, etc.</p> <ul style="list-style-type: none"> ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Time management ● Analytical thinking 	



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Position	Roles/ Responsibilities (PSPA-I)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with PSPA-I officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 34: PSPA-I Division, Power Systems Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes	A	A	I	I
Transmission planning and related analysis	A	A	I	B
LTA/GNA/MToA/ Connectivity issue	I	I	I	B
Knowledge of software related to load flow studies	I	I	I	B
Regulations around TBCB and bid process management for transmission schemes	A	A	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication skills	I	I	I	I
Strategic leadership	A	A	NA	NA
Decision-making	A	A	NA	NA
Human resource management	A	A	NA	NA
Negotiation skills	A	A	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	B
Performance management	NA	NA	I	B
Problem solving	NA	NA	I	B

Key Findings

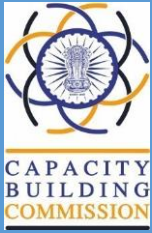
The key findings based on interaction with division officials are as below.

- For transmission planning, Power System Simulator for Engineering software (PSS-E, a proprietary of SIEMENS) is being used. Training in the use of this software is being imparted; additional training is required in operation of the software during dynamic state which is more technical
- For future, training in planning of transmission system with high penetration of RE sources including planning of reactive power - dynamic & transient stability studies may be imparted
- Smart Grid, HVDC technology are new areas where officials may be trained

Division 2: Power System Planning & Appraisal-II Division (ER & NER) PSPA-II, Power Systems Wing

The key mandate entrusted with the PSPA-II division is appraisal of DPR of intra-state transmission schemes of ER and NER including schemes for funding through Green Energy Corridor Scheme (GEC-I&II) of MNRE and grant of Central Government Funds/funding from Multilateral Agencies. It is also responsible for preparation of transmission plan of ER and NER, preparation/inputs on NEP and vetting of various STU schemes. The other roles/responsibilities of the division include:

- Handling LTA/GNA/MToA/connectivity issue
- Granting approval under Section 68 of the Act
- Transmission planning studies to evolve the transmission system on national basis, inter-state and intra-state level through National Committee on Transmission (NCT)
- Integration of RE in the grid and its coordination
- Formulation of agenda and preparation of minutes for the ISTS schemes pertaining to Eastern and North Eastern regions for meetings of NCT
- Nodal division for all matters related to Import/Export of Electricity under Guidelines for Import/Export (Cross Border) of Electricity-2018
- India-Sri Lanka, Bhutan, Bangladesh, General SAARC, SARI/EI, ADB, SAARC Grid, BIMSTEC Power Exchange, Cross border transmission planning
- Preparation of Manual on Transmission Planning Criteria
- Appraisal of transmission system associated with power evacuation from hydro-electric power projects of ER and NER
- Development of policies on matters such as - transmission planning, transfer capacity, National Electricity Policy (transmission aspects), Tariff policy (transmission aspects), Cross Border Trade of Electricity (CBTE) etc.
- Providing advice to Ministry of Power (MoP)/State Governments/Regulatory Commissions on transmission aspects and Cross Border Trade of Electricity (CBTE)



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The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 35: PSPA-II Division, Power Systems Wing: Competency assessment

Position	Roles/ Responsibilities (PSPA-II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power on matters pertaining to the division Standing Committee on Energy Parliamentary Consultative Committee Review and approval of: <ul style="list-style-type: none"> Appraisal of DPR of intra-state transmission schemes of ER and NER Appraisal of intra-state proposals for grant of Central Government Funds/funding from multilateral agencies of ER and NER regions Matters related to ISTS schemes of ER and NER Coordination of inputs for preparation of RfP and RfQ documents for the transmission schemes being implemented through TBCB route Overseeing policy matters including planning, finalization, monitoring for: <ul style="list-style-type: none"> Transmission planning studies to evolve the transmission system on national basis, inter-state and intra-state level through NCT National Electricity Plan (NEP) related to transmission aspects, Perspective Plan on transmission and various STU schemes Reviewing and approving proposal for: 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) Principles and practices of managing, operating and controlling the grid infrastructure Technical aspects of grid management, including load balancing, voltage control (NP) Assessing future power demands, and identifying future transmission requirements (NP) Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes Regulations around Cross Border Trade of Electricity (CBTE) Know-how of software related to load flow studies PSS-E provided by Siemens Grid compliance regulations, standards and policies Bid process management through Tariff based Competitive Bidding (TBCB) 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	

Position	Roles/ Responsibilities (PSPA-II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Matters related to cross border transmission issues ○ Procurement of load flow studies software for the division ● Handle key personnel management issues ● Publicize the achievements of the division at various internal and external forums ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> ● Coordinate and allocate work amongst staff for drafting, carrying out studies ● Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned ● Oversee stakeholder management and coordination with other wings of CEA/MOP ● Review and provide inputs on the following: <ul style="list-style-type: none"> ○ Appraisal of DPR of intra-state transmission schemes of ER and NER ○ Appraisal of intra-state proposals for grant of Central Government Funds/funding from multilateral agencies ○ Matters related to ISTS schemes pertaining to ER and NER regions ○ Inputs on preparation of RfP and RfQ documents for the transmission schemes being implemented through TBCB route ○ Cross border transmission issues ● Review and inputs on planning studies: <ul style="list-style-type: none"> ○ Transmission planning studies to evolve the transmission system on national 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) ● Principles and practices of managing, operating and controlling the grid infrastructure ● Technical aspects of grid management, including load balancing, voltage control (NP) ● Assessing future power demands, and identifying future transmission requirements (NP) ● Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes ● Regulations around Cross Border Trade of Electricity (CBTE) ● Know-how of software related to load flow studies (PSS-E) ● Grid compliance regulations, standards and policies 	<ul style="list-style-type: none"> ● Review policies, proposals, reports, note sheet ● Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting ● File management using One Drive, E-office ● Coordination and logistics management skills ● Planning, monitoring and project management of related divisional works ● Compliance management ● Knowledge Management System including data gathering, information retrieval and collaboration ● Know-how of vigilance policies and procedures ● Grievance handling of employees ● People management issues 	<ul style="list-style-type: none"> ● Supporting role in strategic leadership skills to provide direction ● Decision-making support ● Strong collaboration and teamwork ● Public speaking skills ● Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback ● Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation ● Contributing to achieving measurable results under guidance ● Exhibit ethical behavior at all times ● Multi-tasking and time management skills ● Proactiveness in work management ● Problem solving ability 	

Position	Roles/ Responsibilities (PSPA-II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> basis, inter-state and intra-state level through NCT ○ National Electricity Plan (NEP) related to transmission aspects, Perspective Plan on transmission and various STU schemes ○ Cross border transmission planning • Ensure all reports/publications are issued in timely manner and the same are also available on CEA website/desired forums • Handle grievances of the employees of the division and escalate if required • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • Bid process management through Tariff based Competitive Bidding (TBCB) 			
Deputy Director (DD)	<ul style="list-style-type: none"> • Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Appraisal of DPR of intra-state transmission schemes of ER and NER ○ Appraisal of intra-state proposals for grant of Central Government Funds/funding from multilateral agencies ○ Matters related to the ISTS schemes pertaining to ER and NER regions ○ Inputs for preparation of RfP and RfQ documents for the transmission schemes being implemented through TBCB route • Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Transmission planning studies to evolve the transmission system on national basis, inter-state and intra-state level through NCT 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) • Principles and practices of managing, operating and controlling the grid infrastructure • Technical aspects of grid management, including load balancing, voltage control (NP) • Assessing future power demands, and identifying future transmission requirements (NP) • Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	

Position	Roles/ Responsibilities (PSPA-II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ National Electricity Plan (NEP) related to transmission aspects, Perspective Plan on transmission and various STU schemes ● Drafting and processing proposals/ files for: <ul style="list-style-type: none"> ○ Matters related to cross border transmission issues and planning ○ Procurement of software ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Help in coordinating data/inputs from concerned agencies ● Drafting letters/circulars/OM/note sheets for stakeholder management ● Review the minutes of meeting to be circulated for key meetings 	<ul style="list-style-type: none"> ● Regulations around Cross Border Trade of Electricity (CBTE) ● Know-how of software related to load flow studies PSS-E ● Grid compliance regulations, standards and policies ● Bid process management through Tariff based Competitive Bidding (TBCB) 			
Assistant Director (AD)	<ul style="list-style-type: none"> ● Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Appraisal of DPR of intra-state transmission schemes of ER and NER ○ Appraisal of intra-state proposals for grant of Central Government Funds/funding from multilateral agencies ○ Matters related to the ISTS schemes pertaining to ER and NER regions ○ Inputs for preparation of RfP and RfQ documents for the transmission schemes being implemented through TBCB route 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) ● Principles and practices of managing, operating and controlling the grid infrastructure ● Technical aspects of grid management, including load balancing, voltage control (NP) 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	

Position	Roles/ Responsibilities (PSPA-II)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> • Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Transmission planning studies to evolve the transmission system on national basis, inter-state and intra-state level through National Committee on Transmission (NCT) ○ National Electricity Plan (NEP) related to transmission aspects, Perspective Plan on transmission and various STU schemes • Drafting and processing proposals/files for: <ul style="list-style-type: none"> ○ Matters related to cross border transmission issues and planning ○ Software procurement • Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of Power Systems wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy • Prepare Minutes of Meeting of all key meetings • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> • Assessing future power demands, and identifying future transmission requirements (NP) • Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes • Regulations around Cross Border Trade of Electricity (CBTE) • Know-how of software related to load flow studies PSS-E • Grid compliance regulations, standards and policies • Bid process management through Tariff based Competitive Bidding (TBCB) 	<ul style="list-style-type: none"> • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 		

Proficiency Assessment

Based on inputs gathered during interviews with PSPA-II officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 36: PSPA-II Division, Power Systems Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Regulations for appraisal of DPRs of intra-state transmission schemes	B	A	I	B
Transmission planning and related analysis	I	I	I	B
LTA/GNA/MToA/ Connectivity issue	B	A	I	B
Knowledge of software related to load flow studies	B	I	I	B
Regulations around Cross Border Trade of Electricity (CBTE)	A	A	I	B
Regulations around TBCB and bid process management	I	I	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	A	B	NA	NA
Budgetary and financial matters	A	I	NA	NA
Risk management and compliance	A	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication skills	I	I	I	I
Strategic leadership	A	I	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	A	B	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

- For transmission planning, Power System Simulator for Engineering software (PSS-E, a proprietary of SIEMENS) is being used. Training in the use of this software is being imparted; additional training is required in operation of the software during dynamic state which is more technical
- For future, training in planning of transmission system with high penetration of RE sources including planning of reactive power - dynamic & transient stability studies may be imparted
- Teaching in concepts around regional electricity pools, practices in Cross Border Trade of Electricity be imparted

Division 3: Power System Engineering & Technology Development (PSE&TD), Power Systems Wing

The key mandate entrusted with the PSE&TD division is to provide design and engineering services (detailed/review consultancy) to utilities from India and abroad for EHV transmission lines and sub-stations for projects of 66 kV and above where CEA is approached for consultancy. The division is also responsible for framing of standards and manuals for design, operation and maintenance of transmission lines and sub-station equipment.

The other roles/responsibilities of the division include:

- Investigate the failure of transmission lines and sub-station equipment of 220 kV and above of all the utilities, ascertain its causes and recommend measures to avert such failures in future
- Framing/comprehensive review of CEA (Technical Standard for Construction of Electrical Plants and Electric Lines) Regulations
- Advise Central Government/MoP/State Govt./Regulatory Commissions/Power utilities/ on all technical matters relating to power transmission
- Assist Bureau of Indian Standard (BIS) and Central Board of Irrigation and Power (CBIP) in preparation & updation of various manuals and Indian Standards in the field of Power Transmission
- Acquire information about new technologies and implementation of same through Lead Agencies

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 37: PSE&TD Division, Power Systems Wing: Competency assessment

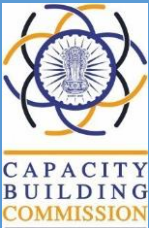
Position	Roles/ Responsibilities (PSE&TD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power on matters pertaining to the division Standing Committee on Energy Parliamentary Consultative Committee Oversee and review reports related to: <ul style="list-style-type: none"> Design and engineering services (detailed/review consultancy) to utilities from India and abroad for EHV transmission lines and sub-stations for projects of 66 kV and above Failure of transmission lines and sub-station equipment of 220 kV and above of all the utilities and recommend measures to avert such failures Review and approval of: <ul style="list-style-type: none"> Standards and manuals for design, operation and maintenance of transmission lines and sub-station equipment Advise Central Government/MoP/State Govt./Regulatory Commissions/Power utilities on all technical matters related to power transmission Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, policies and schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) Principles and practices of managing, operating and controlling the grid infrastructure Design & engineering aspects of EHV transmission lines and sub-stations for projects of 66 kV and above Transmission tower design aspects Technical standards/regulation for design, operation and maintenance of transmission lines and sub-station equipment Grid security practices and measures to safeguard against physical and cyber threats (ET) Grid compliance regulations, standards, and policies 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	



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Position	Roles/ Responsibilities (PSE&TD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of Power Systems Ministry of Power on matters pertaining to the division Standing Committee on Energy Parliamentary Consultative Committee Review and inputs on: <ul style="list-style-type: none"> Design and engineering services (detailed/review consultancy) to utilities from India and abroad for EHV transmission lines and sub-stations for projects of 66 kV and above Failure of transmission lines and sub-station equipment of 220 kV and above of all the utilities and recommend measures to avert such failures Review and provide inputs on: <ul style="list-style-type: none"> Framing of standards and manuals for design, operation and maintenance of transmission lines and sub-station equipment Technical advisory related to power transmission aspects Handle grievances of the employees of the division and escalate if required Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, policies and schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) Principles and practices of managing, operating and controlling the grid infrastructure Design & engineering aspects of EHV transmission lines and sub-stations for projects of 66 kV and above Transmission tower design aspects Technical standards/regulation for design, operation and maintenance of transmission lines and sub-station equipment Grid security practices and measures to safeguard against physical and cyber threats (ET) Grid compliance regulations, standards, and policies 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	



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Position	Roles/ Responsibilities (PSE&TD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Deputy Director (DD)	<ul style="list-style-type: none"> • Preparation of reports on: <ul style="list-style-type: none"> ○ Design and engineering services (detailed/review consultancy) to utilities from India and abroad for EHV transmission lines and sub-stations for projects of 66 kV and above ○ Failure of transmission lines and sub-station equipment of 220 kV and above of all the utilities and recommend measures to avert such failures • Framing of standards and manuals for design, operation and maintenance of transmission lines and sub-station equipment • Technical advisory related to power transmission aspects • Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Help in coordinating data/inputs from concerned departments/agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of Power Systems wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review the minutes of meeting to be circulated for key meetings 	<ul style="list-style-type: none"> • Major Acts, policies and schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) • Principles and practices of managing, operating and controlling the grid infrastructure • Design & engineering aspects of EHV transmission lines and sub-stations for projects of 66 kV and above • Transmission tower design aspects • Technical standards/regulation for design, operation and maintenance of transmission lines and sub-station equipment • Grid security practices and measures to safeguard against physical and cyber threats (ET) • Grid compliance regulations, standards, and policies 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	

Position	Roles/ Responsibilities (PSE&TD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> Preparation of reports on: <ul style="list-style-type: none"> Design and engineering services (detailed/review consultancy) to utilities from India and abroad for EHV transmission lines and sub-stations for projects of 66 kV and above Failure of transmission lines and sub-station equipment of 220 kV and above of all the utilities and recommend measures to avert such failures Framing of standards and manuals for design, operation and maintenance of transmission lines and sub-station equipment Technical advisory related to power transmission aspects Drafting circulars/OM/sanction order/note sheets related to administrative matters Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> Other divisions of Power Systems Other wings of CEA Ministry of Power Standing Committee on Energy Prepare Minutes of Meeting of all key meetings Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> Major Acts, policies and schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) Principles and practices of managing, operating and controlling the grid infrastructure Design & engineering aspects of EHV transmission lines and sub-stations for projects of 66 kV and above Transmission tower design aspects Technical standards/regulation for design, operation and maintenance of transmission lines and sub-station equipment Grid security practices and measures to safeguard against physical and cyber threats (ET) Grid compliance regulations, standards, and policies 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with PSE&TD officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 38: PSE&TD Division, Power Systems Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Design & engineering aspects for EHV transmission lines and sub-stations for projects of 66 kV and above	I	I	B	B
Standards and manuals for design, operation and maintenance of transmission lines and sub-station equipment	A	A	B	B
Principles and practices of managing, operating and controlling the grid infrastructure	A	A	I	B
Functional				
Conducting review meetings	I	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioural				
Communication skills	I	I	I	B
Strategic leadership	I	A	NA	NA
Decision-making	I	A	NA	NA
Human resource management	I	A	NA	NA
Negotiation skills	I	A	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	B
Performance management	NA	NA	I	B
Problem solving	NA	NA	I	B

Key Findings

The key findings based on interaction with division officials are as below.

- Considering high penetration of RE, future trainings may be focused on grid modifications required for the same. Additionally, changes in design & engineering aspects for EHV transmission lines and sub-stations for projects of 66 kV and above in view of high RE penetration may be imparted
- Technical training related to modifications in standards for grid modules required in view of high RE penetration was another area highlighted

Division 4: Power System Project Monitoring (PSPM), Power Systems Wing

The key mandate entrusted with the PSPM division is preparation of annual target for construction of transmission projects (transmission lines & substations) of 220 kV and above in the country and monitoring physical progress of transmission projects under execution pertaining to central, state and private sectors to achieve the stipulated target.

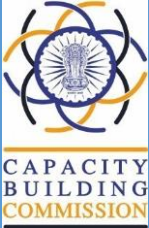
The other roles/responsibilities of the division include:

- Preparation of monthly progress reports on transmission projects under TBCB, Centrally Funded Transmission Schemes, critical transmission projects, transmission system associated with generation projects, inter-regional and cross-border transmission projects
- Site visit to assess actual progress of transmission project and severity of issues such as right of way problem and taking up the matter with respective district authority for its resolution
- Assist project authorities and executing agencies in resolving issues such as forest clearance, right of way, civil aviation clearance, railway clearance, power line crossing and national highways crossing etc. coming in the way of timely completion of transmission schemes
- Progress report of transmission schemes published using National Power Portal (NPP)
- Monitoring of Transmission Projects (CAPEX) included under NIP (National Infrastructure Pipeline) & updation on the India Investment Grid (IIG) portal
- Coordination of shifting of transmission lines for development of infra projects highway (NHAI)/railway (IRCON)
- Grant of authorization to Transmission Service Provider (TSP) under Section 164 of Electricity Act and related legal matters

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 39: PSPM Division, Power Systems Wing: Competency assessment

Position	Roles/ Responsibilities (PSPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power on matters pertaining to the division ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Oversee and review reports related to: <ul style="list-style-type: none"> ○ Finalization of annual target for construction of transmission projects (transmission lines & substations) of 220 kV and above in the country ○ Monitoring physical progress of transmission projects under execution pertaining to central, state and private sectors ○ Grant of authorization to Transmission Service Provider (TSP) under Section 164 of Electricity Act and related legal matters ○ Progress report of transmission schemes published using National Power Portal (NPP) • Attend review meetings related to monitoring progress of transmission projects • Review and provide inputs on: <ul style="list-style-type: none"> ○ Assistance to project authorities and executing agencies in resolving issues such as forest clearance, right of way, civil aviation clearance, railway clearance, power line crossing and 	<ul style="list-style-type: none"> • Major Acts, policies and schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) • Principles and practices of managing, operating and controlling the grid infrastructure • CERC regulations on power transmission tariff • Project monitoring aspects of transmission projects under execution • Grant of authorization to TSPs under Section 164 of Electricity Act and related legal matters • Right of way issues • Grid compliance regulations, standards, and policies 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results 	



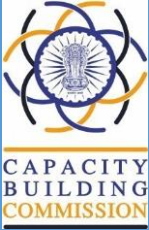
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Position	Roles/ Responsibilities (PSPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>national highways crossing etc. coming in the way of timely completion of transmission schemes</p> <ul style="list-style-type: none"> Representation on various Committees constituted by MoP/CEA Recommendation on award schemes for early completion of transmission projects Handle key personnel management issues Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of Power Systems wing Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and provide inputs on reports of: <ul style="list-style-type: none"> Finalization of annual target for construction of transmission projects (transmission lines & substations) of 220 kV and above in the country Monitoring progress of under-construction transmission projects Critical areas leading to time and cost over-runs and remedial measures Grant of authorization to Transmission Service Provider (TSP) under Section 164 	<ul style="list-style-type: none"> Major Acts, policies and schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) Principles and practices of managing, operating and controlling the grid infrastructure CERC regulations on power transmission tariff Project monitoring of transmission projects under execution Grant of Authorization to TSPs under Section 164 of Electricity Act and related legal matters Right of way issues Grid compliance regulations, standards, and policies 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management 	

Position	Roles/ Responsibilities (PSPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> of Electricity Act and related legal matters <ul style="list-style-type: none"> ○ Progress report of transmission schemes published using National Power Portal • Attend review meetings related to monitoring progress of transmission projects • Assist project authorities and executing agencies in resolving issues such as forest clearance, right of way, civil aviation clearance, railway clearance, power line crossing and national highways crossing etc. coming in the way of timely completion of transmission schemes • Assistance to various Task Force appointed by Ministry of Power • Ensure all reports/publications are issued in timely manner and the same are also available on CEA website/desired forums • Handle grievances of the employees of the division and escalate if required • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 			<ul style="list-style-type: none"> • Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> • Preparation of reports on: <ul style="list-style-type: none"> ○ Fixation of annual target for construction of transmission projects (transmission lines & substations) of 220 kV and above in the country ○ Monitoring progress of under-construction transmission projects ○ Critical areas leading to time and cost over-runs and remedial measures ○ Grant of authorization to Transmission Service Provider (TSP) under Section 164 	<ul style="list-style-type: none"> • Major Acts, policies and schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) • Principles and practices of managing, operating and controlling the grid infrastructure • CERC regulations on power transmission tariff 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management

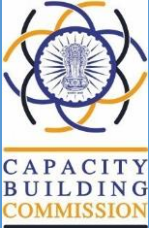
Position	Roles/ Responsibilities (PSPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> of Electricity Act and related legal matters <ul style="list-style-type: none"> ○ Progress report of transmission schemes published using National Power Portal • Conduct review meetings related to monitoring progress of under execution transmission projects and highlighting critical areas • Assist project authorities and executing agencies in resolving issues such as forest clearance, right of way, civil aviation clearance, railway clearance, power line crossing and national highways crossing etc. coming in the way of timely completion of transmission schemes • Preparation of material for reply/assistance to various Task Force appointed by MoP • Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Help in coordinating data/inputs from concerned departments/agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of Power Systems wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee 	<ul style="list-style-type: none"> • Project monitoring of transmission projects under execution • Grant of Authorization to TSPs under Section 164 of Electricity Act and related legal matters • Right of way issues • Grid compliance regulations, standards, and policies 	<ul style="list-style-type: none"> • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Analytical thinking 	



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Position	Roles/ Responsibilities (PSPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Review the minutes of meeting to be circulated for key meetings Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> Preparation of reports on: <ul style="list-style-type: none"> Fixation of annual target for construction of transmission projects (transmission lines & substations) of 220 kV and above in the country Monitoring progress of under-construction transmission projects Critical areas leading to time and cost over-runs and remedial measures Grant of authorization to Transmission Service Provider (TSP) under Section 164 of Electricity Act and related legal matters Progress report of transmission schemes published using National Power Portal Assist project authorities and executing agencies in resolving issues such as forest clearance, right of way, civil aviation clearance, railway clearance, power line crossing and national highways crossing etc. coming in the way of timely completion of transmission schemes Preparation of material for reply/assistance to various Task Force appointed by MoP Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters 	<ul style="list-style-type: none"> Major Acts, policies and schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) Principles and practices of managing, operating and controlling the grid infrastructure CERC regulations on power transmission tariff Project monitoring of transmission projects under execution Grant of Authorization to TSPs under Section 164 of Electricity Act and related legal matters Right of way issues Grid compliance regulations, standards, and policies 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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Position	Roles/ Responsibilities (PSPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">• Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy• Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with PSPM officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 40: PSPM Division, Power Systems Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
CERC regulations on transmission tariff	A	A	I	I
Transmission project monitoring concepts	A	A	I	I
Grid compliance regulations, standards and policies	A	A	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication skills	A	A	I	I
Strategic leadership	A	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	I	B	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

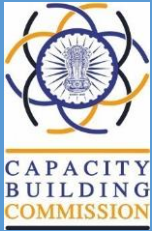
- At present, Microsoft Word and Excel are being used for project monitoring of transmission projects. Currently, requirement of no other IT tool is envisaged
- Training on construction activities of transmission projects and project management aspects will be beneficial

Division 5: Power System Communication Development (PSCD), Power Systems Wing

The key mandate of the PSCD division is development of a reliable communication system for power system operation. It acts as a coordination unit between development and expansion of electricity network and telecommunication network.

The roles/responsibilities of the division include:

- Specifying guidelines for overhead transmission lines and underground power cables in proximity of telecom lines
- Ensure protection of electric signalling and telecommunication lines of railways, defence and telcos from EMI caused by electric lines
- Coordinating works related to Power & Telecommunication Coordination Committee (PTCC)
- Framing short term and perspective plan of communication network for Power System Operation
- Provide technical support and consultancy to state government/utilities in power system control, power system communication and energy management system
- Framing of regulations/guidelines/policies/manual for communication system in power sector
- Framing norms for operation and maintenance of communication network
- Administration of CEA (Technical Standards for Communication System in Power System Operations) Regulations, 2020
- Knowledge assimilation and imparting training to engineers of power and telecom utilities for Power and Telecom Coordination (PTC) work
- Technical examination of Power Line Carrier Communication (PLCC) system for electric lines for allocation of frequency and power output
- Computation of induced voltage in block and telecom circuits of railways, defence and telecom companies for PTCC route approval
- Frequency allocation co-ordination for Power Line Carrier Communication (PLCC)
- Examination of the proposals for adoption of new technologies to achieve reliable, optimized and enhanced communication and protection applications in power system
- Examination of communication requirements which are incidental due to implementation of new ISTS elements or upgradation/modification of existing ISTS Communication System



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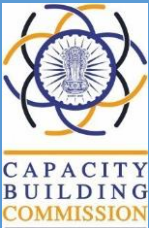
The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 41: PSCD Division, Power Systems Wing: Competency assessment

Position	Roles/ Responsibilities (PSCD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review: <ul style="list-style-type: none"> Development of reliable communication system for power system operation Works related to Power & Telecommunication Coordination Committee (PTCC) Review and inputs on guidelines: <ul style="list-style-type: none"> Regulations/policies for communication system in power sector Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines Norms for operation and maintenance of communication network Review short term and perspective plan of communication network for Power System Operation Knowledge assimilation and training to engineers of power and telecom utilities for Power and Telecom Coordination (PTC) work Handle key personnel management issues 	<ul style="list-style-type: none"> Regulations/guidelines/technical standards for communication system in Power System Operations Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines Norms for operation and maintenance of communication network Technical aspects of PLCC and OPGW based communication and protection system for transmission lines and substations along with advancements in multiplexing and routing techniques Proficiency in communication protocols and standards used in power systems Emerging technologies in power system automation 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	

Position	Roles/ Responsibilities (PSCD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of Power Systems Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and inputs on: <ul style="list-style-type: none"> Development of reliable communication system for power system operation Works related to Power & Telecommunication Coordination Committee (PTCC) Review and inputs on guidelines: <ul style="list-style-type: none"> Regulations/policies for communication system in power sector Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines Norms for operation and maintenance of communication network Review short term and perspective plan of communication network for Power System Operation 	<ul style="list-style-type: none"> Regulations/guidelines/technical standards for communication system in Power System Operations Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines Norms for operation and maintenance of communication network Technical aspects of PLCC and OPGW based communication and protection system for transmission lines and substations along with advancements in multiplexing and routing techniques Proficiency in communication protocols and standards used in power systems Emerging technologies in power system automation 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	

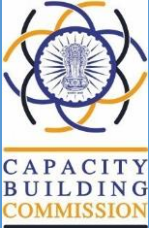
Position	Roles/ Responsibilities (PSCD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Knowledge assimilation and training to engineers of power and telecom utilities for Power and Telecom Coordination (PTC) work Handle grievances of the employees of the division and escalate if required Handle people management issues Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> Works related to development of a reliable communication system for power system operation Specify & prepare technical standards/regulation for: <ul style="list-style-type: none"> Communication system in power sector Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines Norms for operation and maintenance of communication network Prepare short term and perspective plan of communication network for Power System Operation Preparation of training material for engineers of power and telecom utilities related to Power and Telecom Coordination (PTC) work Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level 	<ul style="list-style-type: none"> Regulations/guidelines/technical standards for communication system in Power System Operations Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines Norms for operation and maintenance of communication network Technical aspects of PLCC and OPGW based communication and protection system for transmission lines and substations along with advancements in multiplexing and routing techniques Proficiency in communication protocols and standards used in power systems Emerging technologies in power system automation 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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Position	Roles/ Responsibilities (PSCD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Coordinate data/inputs from concerned departments/agencies Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> Power & Telecommunication Coordination Committee (PTCC) Other wings/divisions of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review the minutes of meeting to be circulated for key meetings Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> Works related to development of a reliable communication system for power system operation Specify & prepare technical standards/regulation for: <ul style="list-style-type: none"> Communication system in power sector Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines Norms for operation and maintenance of communication network Prepare short term and perspective plan of communication network for Power System Operation Preparation of training material for engineers of power and telecom utilities 	<ul style="list-style-type: none"> Regulations/guidelines/technical standards for communication system in Power System Operations Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines Norms for operation and maintenance of communication network Technical aspects of PLCC and OPGW based communication and protection system for transmission lines and substations along with advancements in multiplexing and routing techniques 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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Position	Roles/ Responsibilities (PSCD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>related to Power and Telecom Coordination (PTC) work</p> <ul style="list-style-type: none"> • Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters • Drafting letters/circulars/OM/note sheets for stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> • Proficiency in communication protocols and standards used in power systems • Emerging technologies in power system automation 			

Proficiency Assessment

Based on inputs gathered during interviews with PSCD officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below.

Table 42: PSCD Division, Power Systems Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Regulations/guidelines/technical standards for communication system in Power System Operations	I	I	I	I
Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines	I	I	I	I
Norms for operation and maintenance of communication network	I	I	I	B
Technical aspects of Power Line Carrier Communication (PLCC) system	B	B	B	B
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	B	B
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication skills	I	A	I	B
Strategic leadership	I	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	B
Performance management	NA	NA	I	B
Problem solving	NA	NA	I	B

Key Findings

The key findings based on interaction with division officials are as below.

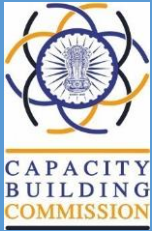
- Currently MS Excel is being used for record-keeping. In future, database management and monitoring tools are required
- Currently, there is no software tools for communication planning or for calculation of fault current to compute Induced Voltage (IV) during fault conditions. For efficient computation of IV, PSSE software and relevant tools for communication system planning are required
- Topics that can be included are :
 - Communication technologies in power sector covering protocols like IEC-101/104, IEC 61850 etc.
 - Planning and development of secure and reliable communication networks for power systems
 - Hands-on experience with SCADA systems, RTUs (Remote Terminal Units), and other power system communication devices and fibre optic devices.
 - Internet of Things (IoT) for power systems
 - Integration of Variable Renewable Energy (VRE) in the grid and the role of communication for ascertaining stable and reliable grid operation
 - Integrated operation of regional grids and role of communication system

Division 6: Chief Electrical Inspectorate (CEI), Power Systems Wing

The key mandate of the CEI division is to carry out periodic inspections of electrical installations, including new installations in order to ensure safety of the citizens and prevent the occurrence of accidents on project sites.

The roles/responsibilities of the division include:

- Framing and amendment of suitable measures related to safety & electric supply regulations under the provisions of Section-53 of Electricity Act-2003 (*Citizen Centricity*)
- Inspection of new electrical installations belonging to Central Government & UTs under Regulations 43 & 32 of Central Electricity Authority (Measures Relating to Safety and Electric Supply) Regulations, 2010 for according approval for energisation of electrical installation
- Statutory periodic inspection of electrical installations belonging to Central Government, UTs and utilities eligible as interstate utilities for compliance under Regulation 30 of Central Electricity Authority (Measures Relating to Safety and Electric Supply) Regulations, 2010 (*Citizen Centricity*)
- Inquiry of fatal and non-fatal electrical accidents and remedial measures to be taken to avoid recurrence of such accidents in future
- Updation or amendment in the CEA safety regulations in consultation with State Governments and other stakeholders
- Conducting awareness workshops for electrical safety (*Citizen Centricity*)



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- Collecting statistics and information related to electrical accidents
- Monitoring & coordination with respective Regional Inspectorate Offices (RIOs)
 - RIO (North), New Delhi
 - RIO (West), Mumbai
 - RIO (South), Chennai
 - RIO (East), Kolkata
 - RIO (North-East), Shillong
- Coordination and compilation of various reports prepared, budgetary and other issues of Regional Inspection Organisation (RIO)

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 43: CEI Division, Power Systems Wing: Competency assessment

Position	Roles/ Responsibilities (CEI)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review: <ul style="list-style-type: none"> Carrying out of periodic inspections of electrical installations, including new installations Review and inputs on: <ul style="list-style-type: none"> Inquiry of fatal and non-fatal electrical accidents and remedial measures to be taken to avoid recurrence of such accidents in future Amendment in the CEA safety regulations in consultation with State Governments and other stakeholders Various reports prepared, budgetary and other issues of Regional Inspection Organisation (RIO) Conduct awareness workshops for electrical safety Handle key personnel management issues Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) Periodic and new inspections of electrical installations as per CEA (Measures Relating to Safety and Electric Supply) Regulations (CC) Safety & electricity supply regulations as per Section-53 of Electricity Act-2003 Classification of fatal and non-fatal electrical accidents 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction

Position	Roles/ Responsibilities (CEI)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> • Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of Power Systems ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Oversee periodic inspections of electrical installations, including new installations • Review and inputs on: <ul style="list-style-type: none"> ○ Inquiry of fatal and non-fatal electrical accidents and remedial measures to avoid recurrence of such accidents in future ○ Amendment in the CEA safety regulations in consultation with State Governments and other stakeholders ○ Various reports prepared, budgetary and other issues of Regional Inspection Organisation (RIO) • Monitoring operations of the RIOs • Conduct awareness workshops for electrical safety • Handle grievances of the employees of the division and escalate if required • Handle people management issues • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • National Tariff Policy, National Grid Code, Green Energy Corridors project) • Periodic and new inspections of electrical installations as per CEA (Measures Relating to Safety and Electric Supply) Regulations (CC) • Safety & electricity supply regulations as per Section-53 of Electricity Act-2003 • Classification of fatal and non-fatal electrical accidents 	<ul style="list-style-type: none"> • Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Decision-making support • Strong collaboration and teamwork • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Proactiveness in work management • Problem solving ability

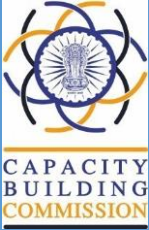


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Position	Roles/ Responsibilities (CEI)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Deputy Director (DD)	<ul style="list-style-type: none"> Carry out periodic inspections of electrical installations, including new installations Inquiry of fatal and non-fatal electrical accidents and remedial measures to be taken to avoid recurrence of such accidents in future Specify & prepare technical standards/regulation for: <ul style="list-style-type: none"> Measures related to safety & electric supply regulations under the provisions of Section 53 of Electricity Act-2003 Updation or amendment in the CEA safety regulations in consultation with State Governments and other stakeholders Monitoring and coordination with RIOs Coordination and compilation of various reports prepared, budgetary and other issues of Regional Inspection Organisation (RIO) Preparation of training material for safety awareness workshops Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings/divisions of CEA Ministry of Power Standing Committee on Energy 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) Periodic and new inspections of electrical installations as per CEA (Measures Relating to Safety and Electric Supply) Regulations (CC) Safety & electricity supply regulations as per Section-53 of Electricity Act-2003 Classification of fatal and non-fatal electrical accidents 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	

Position	Roles/ Responsibilities (CEI)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> ● Carry out periodic inspections of electrical installations, including new installations ● Inquiry of fatal and non-fatal electrical accidents and remedial measures to be taken to avoid recurrence of such accidents in future ● Specify & prepare technical standards/regulation for: <ul style="list-style-type: none"> ○ Measures related to safety & electric supply regulations under the provisions of Section 53 of Electricity Act-2003 ○ Updation or amendment in the CEA safety regulations in consultation with State Governments and other stakeholders ● Coordination and compilation of various reports prepared, budgetary and other issues of Regional Inspection Organisation (RIO) ● Preparation of training material for safety awareness workshops ● Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters and stakeholder management 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes in the transmission domain and the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project) ● Periodic and new inspections of electrical installations as per CEA (Measures Relating to Safety and Electric Supply) Regulations (CC) ● Safety & electricity supply regulations as per Section-53 of Electricity Act-2003 ● Classification of fatal and non-fatal electrical accidents 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	



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Position	Roles/ Responsibilities (CEI)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">• Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy• Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with CEI officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below.

Table 44: CEI Division, Power Systems Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Periodic and new inspections of electrical installations as per CEA (Measures Relating to Safety and Electric Supply) Regulations	I	I	I	I
Safety & electricity supply regulations as per Section-53 of Electricity Act-2003	I	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	I	I	I	I
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

- Additional skill enhancement may be provided in latest testing methods of different electrical equipment and installations at MV, HV and EHV level
- Training on firefighting technologies for major electrical equipment and installations at MV, HV and EHV level

Division 7: Emerging Technology & Innovation Division (ET&ID), Power Systems Wing

The key mandate of the division is to promote research & development in the power sector. The division carries out periodical review of the research proposals/projects being implemented through Central Power Research Institute (CPRI) i.e. National Perspective Plan (NPP), Research Scheme on Power (RSoP) & In-House Research & Development (IHRD) under the aegis of MoP.

The other roles/responsibilities of the division include:

- Research & Development
 - Identify thrust areas for R&D in power sector (*National Priority*)
 - Interact with premier institutes, research organisations and power sector entities to carry out R&D on the latest technological developments in the power sector
 - Examination of R&D proposals received from individuals/organisations
 - Coordinate with other wings of CEA on matters related to R&D in the power sector
- Standardization activities related to formulation/updation/revision of standards in power sector
 - Formulation of Quality Control Orders (QCOs) in respect of equipment pertaining to power
- Formulation/inputs on Make in India Order of MoP and review of cases seeking exemption (*National Priority*)
 - Formulation of schemes for Phased Manufacturing Programme (PMP) for creation of Manufacturing Hub/Zone for Power and RE Sector
 - Draft concept note, scheme, EFC Memo, guidelines on Production Linked Scheme (PLI) of MoP for identified transmission & distribution (T&D) items
- Activities related to scrutiny of tenders, valued Rs. 500 Crore and above floated by PSUs/Subordinate Offices under the administrative control of Ministry of Power, in compliance with Make in India Orders from time to time
- New and emerging technologies (*Emerging Technology*)
 - Activities related to Green Hydrogen Cell constituted under Chief Engineer (R&D)
 - Activities related to Electric Vehicle Charging Infrastructure (EVCI) guidelines

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 45: ET&ID, Power Systems Wing: Competency assessment

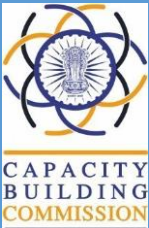
Position	Roles/ Responsibilities (ET&ID)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Suggestions on thrust areas for R&D and high priority areas for power sector ○ R&D proposals ○ Standardization activities related to formulation/updation/revision of standards in power sector including QCOs ○ Formulation/inputs on Make in India order of MoP and review of cases seeking exemption ○ Activities related to scrutiny of tenders, valued Rs. 500 Crore and above floated by PSUs/subordinate offices under the administrative control of Ministry of Power, in compliance with Make in India orders ○ Activities related to emerging technologies - green hydrogen, electric vehicle etc. • Handle key personnel management issues • Publicize the achievements of the division at various internal and external forums • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS, Distribution schemes, RE related schemes etc.) • Examination of R&D proposals including appraisal and selection of research proposals • Standardization activities related to formulation/updation/revision of standards in power sector including Quality Control Orders (QCOs), BIS standards related to power sector • Make in India Order of MoP and clauses allowing exemption (NP) • Emerging technologies in the sector e.g. green hydrogen, electric vehicles etc. (ET) • Process for management/disposal of references 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results 	



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Position	Roles/ Responsibilities (ET&ID)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings/divisions of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> Suggestions on thrust areas for R&D and high priority areas for power sector R&D proposals Standardization activities related to formulation/updation/revision of standards in power sector including QCOs Formulation/inputs on Make in India order of MoP and review of cases seeking exemption Activities related to scrutiny of tenders, valued Rs. 500 Crore and above floated by PSUs/subordinate offices under the administrative control of Ministry of Power, in compliance with Make in India orders Activities related to emerging technologies - green hydrogen, electric vehicle etc. Handle grievances of the employees of the division and escalate if required Handle people management issues 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS, Distribution schemes, RE related schemes etc.) Examination of R&D proposals including appraisal and selection of research proposals Standardization activities related to formulation/updation/revision of standards in power sector including Quality Control Orders (QCOs), BIS standards related to power sector Make in India Order of MoP and clauses allowing exemption (NP) Emerging technologies in the sector e.g. green hydrogen, electric vehicles etc. (ET) Process for management/disposal of references 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability



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Position	Roles/ Responsibilities (ET&ID)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> Preparation of reports/proposals related to: <ul style="list-style-type: none"> Suggestions on thrust areas for R&D and high priority areas for power sector R&D proposals Standardization activities related to formulation/updation/revision of standards in power sector including QCOs Formulation/inputs on Make in India order of MoP and review of cases seeking exemption Activities related to scrutiny of tenders, valued Rs. 500 Crore and above floated by PSUs/subordinate offices under the administrative control of Ministry of Power, in compliance with Make in India orders Activities related to emerging technologies - green hydrogen, electric vehicle etc. Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Help in coordinating data/inputs from concerned agencies Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> Other divisions/wings of CEA Ministry of Power Standing Committee on Energy 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS, Distribution schemes, RE related schemes etc.) Examination of R&D proposals including appraisal and selection of research proposals Standardization activities related to formulation/updation/revision of standards in power sector including Quality Control Orders (QCOs), BIS standards related to power sector Make in India Order of MoP and clauses allowing exemption (NP) Emerging technologies in the sector e.g. green hydrogen, electric vehicles etc. (ET) Process for management/disposal of references 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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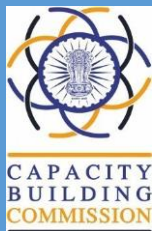
Position	Roles/ Responsibilities (ET&ID)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> ● Preparation of reports/proposals related to: <ul style="list-style-type: none"> ○ Suggestions on thrust areas for R&D and high priority areas for power sector ○ R&D proposals ○ Standardization activities related to formulation/updation/revision of standards in power sector including QCOs ○ Formulation/inputs on Make in India order of MoP and review of cases seeking exemption ○ Activities related to scrutiny of tenders, valued Rs. 500 Crore and above floated by PSUs/subordinate offices under the administrative control of Ministry of Power, in compliance with Make in India orders ○ Activities related to emerging technologies - green hydrogen, electric vehicle etc. ● Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters and stakeholder management ● Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy ● Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, HRD Scheme of CEA, Research Scheme on Power, RDSS, RE related schemes etc.) ● Examination of R&D proposals, including appraisal and selection of research proposals ● Standardization activities related to formulation/updation/revision of standards in power sector including Quality Control Orders (QCOs), BIS standards related to power sector ● Make in India Order of MoP and clauses allowing exemption (NP) ● Emerging technologies in the sector e.g. green hydrogen, electric vehicles etc. (ET) ● Process for management/disposal of references 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with ET&ID officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 46: ET&ID, Power Systems Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
R&D related to the sector	A	I	I	I
Standardization activities related to formulation/updation/revision of standards in power sector	I	I	I	B
Make in India Order of MoP and clauses allowing exemption	A	I	B	B
Know-how of emerging technologies in the sector e.g. green hydrogen, electric vehicles etc.	I	I	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	I	I	I
Strategic leadership	A	I	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I



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Key Findings

The key findings based on interaction with division officials are as below.

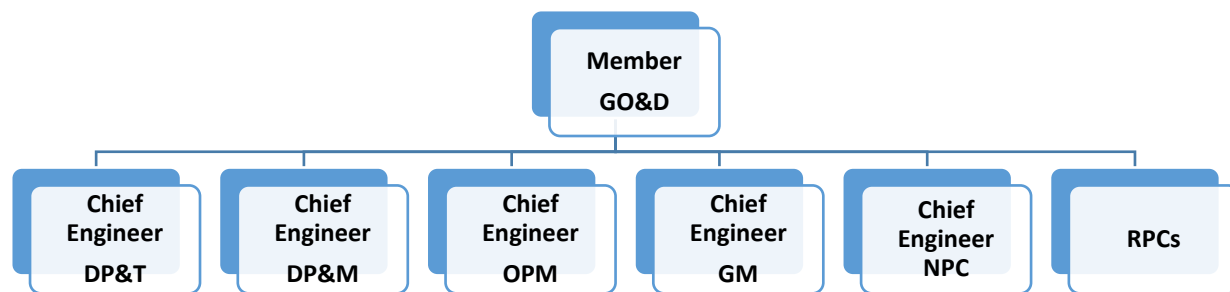
- Leverage IT tools/technology platform in future to monitor the progress, deliverable, outcome and impact of the R&D projects, and also the maintenance of and optimal utilisation of the R&D resources created under MoP's R&D schemes
- Similar IT tools/platform are required for seeking inputs, monitoring the activities, compliances and grievances, impact assessment, and report generation under Make in India initiative. These will further enhance/increase the productivity/efficiency of the staff

Grid Operations & Distribution (GO&D) Wing

The Wing is headed by Member (GO&D) and is responsible for matters related to distribution planning, policy and integrated operation of the five regional grids through Regional Power Committees (RPCs). The core responsibilities include regional energy accounting, preparation of load generation balance report, investigation of grid disturbances and formulation of policies for safe, secure and economic operation of regional grids. It also monitors rural electrification programs and distribution schemes of the Central Government. Further, the wing is also responsible for operation monitoring and performance review of thermal power stations.

The below organizational chart shows various divisions of the GO&D wing:

Organizational chart of Grid Operations & Distribution (GO&D) Wing



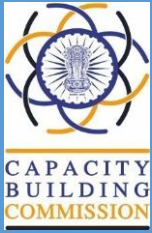
The subsections below provide detailed information on each division's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the said division.

Division 1: Distribution Planning & Technology (DP&T), GO&D Wing

The key mandate entrusted with the DP&T division is preparation of Distribution Perspective Plan and Cyber Security Plan as Nodal Division for CERT(Distribution). It also deals with all matters related to various new and emerging technologies in distribution.

The roles/responsibilities of the division include:

- Preparation and review of distribution planning criteria (*National Priority*)
- Matters related to technology in distribution (DTs, conductors and other equipment)
- Matters related to new technologies - distribution automation, smart grid, smart homes, GIS map etc. (*Emerging Technology and National Priority*)
- Guidelines on new technologies/smart grid (*Emerging Technology*)
- Matters regarding Energy Efficiency and Demand Side Management



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The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 47: DP&T Division, GO&D Wing: Competency assessment

Position	Roles/ Responsibilities (DP&T)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee, review and approval of reports related to: <ul style="list-style-type: none"> Distribution planning criteria Distribution Perspective Plan Review and approval of Cyber Security Plan Review and inputs on: <ul style="list-style-type: none"> Matters related to technology in distribution (DTs, conductors and other equipment) Matters related to new technologies - distribution automation, smart grid, smart homes, GIS map etc. Guidelines on new technologies Matters regarding Energy Efficiency and Demand Side Management Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Distribution policies, and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) Distribution planning and related criteria (NP) Smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities (NP) Techno-commercial aspect of smart meters including cost benefit analysis, ROI, CBIF (NP) New emerging distribution technology including advanced sensors, automation, smart grids etc. (ET) Energy efficiency and DSM techniques 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned 	<ul style="list-style-type: none"> Distribution policies, and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support

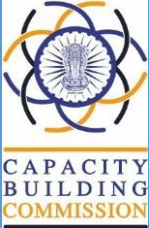


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Position	Roles/ Responsibilities (DP&T)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of GO&D ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review and inputs on reports related to: <ul style="list-style-type: none"> ○ Distribution planning criteria ○ Distribution Perspective Plan ○ Cyber Security Plan • Review and inputs on: <ul style="list-style-type: none"> ○ Matters related to technology in distribution (DTs, conductors and other equipment) ○ Matters related to new technologies - distribution automation, smart grid, smart homes, GIS map etc. ○ Guidelines on new technologies ○ Matters regarding Energy Efficiency and Demand Side Management • Handle grievances of the employees of the division and escalate if required • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • Distribution planning and related criteria (NP) • Smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities (NP) • Techno-commercial aspect of smart meters including cost benefit analysis, ROI, CBIF (NP) • New emerging distribution technology including advanced sensors, automation, smart grids etc. (ET) • Energy efficiency and DSM techniques 	<ul style="list-style-type: none"> operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Strong collaboration and teamwork • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Proactiveness in work management • Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> • Preparation of reports : <ul style="list-style-type: none"> ○ Distribution planning criteria ○ Distribution Perspective Plan ○ Cyber Security Plan • Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Matters related to technology in distribution (DTs, conductors and other equipment) 	<ul style="list-style-type: none"> • Distribution policies, and Schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) • Distribution planning and related criteria • Smart metering involving installation, remote monitoring, demand response, 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication

Position	Roles/ Responsibilities (DP&T)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Matters related to new technologies - distribution automation, smart grid, smart homes, GIS map etc. ○ Guidelines on new technologies ○ Matters regarding Energy Efficiency and Demand Side Management ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Help in coordinating data/inputs from concerned agencies ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of GO&D wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> ● coordination of infrastructure facilities (NP) ● Techno-commercial aspect of smart meters including cost benefit analysis, ROI, CBIF (NP) ● New emerging distribution technology including advanced sensors, automation, smart grids etc. (ET) ● Energy efficiency and DSM techniques 	<ul style="list-style-type: none"> ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	<ul style="list-style-type: none"> ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking
Assistant Director (AD)	<ul style="list-style-type: none"> ● Preparation of reports : <ul style="list-style-type: none"> ○ Distribution planning criteria ○ Distribution Perspective Plan ○ Cyber Security Plan ● Examination, vetting and preparation of reports for: 	<ul style="list-style-type: none"> ● Distribution policies, and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving



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Position	Roles/ Responsibilities (DP&T)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Matters related to technology in distribution (DTs, conductors and other equipment) ○ Matters related to new technologies - distribution automation, smart grid, smart homes, GIS map etc. ○ Guidelines on new technologies ○ Matters regarding Energy Efficiency and Demand Side Management ● Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters ● Drafting letters/circulars/OM/note sheets for stakeholder management ● Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy ● Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> ● Distribution planning and related criteria ● Smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities (NP) ● Techno-commercial aspect of smart meters including cost benefit analysis, ROI, CBIF (NP) ● New emerging distribution technology including advanced sensors, automation, smart grids etc. (ET) ● Energy efficiency and DSM techniques 	<ul style="list-style-type: none"> ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with DP&T officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 48: DP&T Division, GO&D Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Distribution planning and related criteria	A	I	I	I
Smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities	A	I	I	I
New emerging distribution technology including advanced sensors, automation, smart grids etc.	A	I	I	I
Energy efficiency and DSM techniques	A	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	A	I
Data management and analysis	NA	NA	A	I
Documentation tasks	NA	NA	A	I
Behavioral				
Communication Skills	A	I	A	I
Strategic leadership	I	I	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	B	I

Key Findings

The key findings based on interaction with division officials are as below.

- Specific trainings may be provided on emerging topics such as smart grid, cyber security, automation technologies in distribution system
- SCADA may be covered

Division 2: Distribution Policy & Monitoring (DP&M), GO&D Wing

The key mandate entrusted with the DP&M division is to oversee compliance of distribution policies and monitoring of distribution schemes like RDSS/DDUGJY/IPDS/Saubhagya schemes/PMMP 2015/National Infrastructure Pipeline (NIP) distribution projects.

The roles/responsibilities of the division include:

- Matters related to CEA regulations (Metering, Safety, Construction, Grid connectivity etc.), SERC regulations (SOPs, Supply Code etc.), Electricity Act 2003, Tariff policy & Electricity Rules
- Monitoring of distribution schemes like RDSS/DDUGJY/IPDS/Saubhagya schemes/PMMP 2015/National Infrastructure Pipeline (NIP) distribution projects (*National Priority*)
- Urban and rural power supply monitoring on NPP (Feeder monitoring) (*National Priority*)
- Data collection, analysis and preparation of periodic reports for RI data, HH electrification, pump-set energization, capex data, DT failures etc.
- Collection of data on theft of electricity
- Matters related to LVDC distribution system/power quality/ R&D in distribution
- Matters related to disaster management (*Citizen Centricity*)
- Ease of Doing Business (EODB) & Ease of Connection

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 49: DP&M Division, GO&D Wing: Competency assessment

Position	Roles/ Responsibilities (DP&M)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee, review and approval of reports related to: <ul style="list-style-type: none"> Compliance of distribution policies Monitoring of distribution schemes Urban and rural power supply monitoring on NPP Review and inputs on: <ul style="list-style-type: none"> Matters related to LVDC distribution system/power quality/R&D in distribution Matters related to disaster management Ease of Doing Business (EODB) & Ease of Connection Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Distribution policies and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) CEA regulations (Metering, Safety, Construction, Grid connectivity etc.), SERC regulations (SOPs, Supply Code etc.) CERC regulations on distribution tariff Distribution project monitoring Technical concepts around LVDC distribution system/power quality/R&D in distribution Distribution disaster management (CC) 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: 	<ul style="list-style-type: none"> Distribution policies and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) CEA regulations (Metering, Safety, Construction, Grid connectivity etc.), 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills

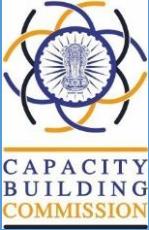


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Position	Roles/ Responsibilities (DP&M)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of GO&D ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review and inputs on reports related to: <ul style="list-style-type: none"> ○ Compliance of distribution policies ○ Monitoring of distribution schemes/projects ○ Urban and rural power supply monitoring on NPP ● Review and provide inputs on: <ul style="list-style-type: none"> ○ Matters related to LVDC distribution system/power quality/R&D in distribution ○ Matters related to disaster management ○ Ease of Doing Business (EODB) & Ease of Connection ● Handle grievances of the employees of the division and escalate if required ● Handle people management issues ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> SERC regulations (SOPs, Supply Code etc.) ● CERC regulations on distribution tariff ● Distribution project monitoring ● Technical concepts around LVDC distribution system/power quality/R&D in distribution ● Distribution disaster management (CC) 	<ul style="list-style-type: none"> ● File management using One Drive, E-office ● Coordination and logistics management skills ● Planning, monitoring and project management of related divisional works ● Compliance management ● Knowledge Management System including data gathering, information retrieval and collaboration ● Know-how of vigilance policies and procedures ● Grievance handling of employees ● People management issues 	<ul style="list-style-type: none"> ● Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback ● Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation ● Contributing to achieving measurable results under guidance ● Exhibit ethical behavior at all times ● Multi-tasking and time management skills ● Proactiveness in work management ● Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> ● Preparation of reports : <ul style="list-style-type: none"> ○ Compliance of distribution policies ○ Monitoring of distribution schemes/projects ○ Urban and rural power supply monitoring on NPP ● Examination, vetting and preparation of reports related to: <ul style="list-style-type: none"> ○ Matters related to LVDC distribution system/power quality/R&D in distribution 	<ul style="list-style-type: none"> ● Distribution policies and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) ● CEA regulations (Metering, Safety, Construction, Grid connectivity etc.), SERC regulations (SOPs, Supply Code etc.) ● CERC regulations on distribution tariff ● Distribution project monitoring 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills

Position	Roles/ Responsibilities (DP&M)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Matters related to disaster management ○ Ease of Doing Business (EODB) & Ease of Connection ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Help in coordinating data/inputs from concerned agencies ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of GO&D wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> ● Technical concepts around LVDC distribution system/power quality/R&D in distribution ● Distribution disaster management (CC) 	<ul style="list-style-type: none"> ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	<ul style="list-style-type: none"> ● Time management ● Analytical thinking 	
Assistant Director (AD)	<ul style="list-style-type: none"> ● Preparation of reports : <ul style="list-style-type: none"> ○ Compliance of distribution policies ○ Monitoring of distribution schemes/projects ○ Urban and rural power supply monitoring on NPP ● Examination, vetting and preparation of reports related to: 	<ul style="list-style-type: none"> ● Distribution policies and schemes (NEF, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, National Electricity Policy, National Electricity Plan, National Tariff Policy) ● CEA regulations (Metering, Safety, Construction, Grid connectivity etc.), SERC regulations (SOPs, Supply Code etc.) 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication 	



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Position	Roles/ Responsibilities (DP&M)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Matters related to LVDC distribution system/power quality/R&D in distribution ○ Matters related to disaster management ○ Ease of Doing Business (EODB) & Ease of Connection ● Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters ● Drafting letters/circulars/OM/note sheets for stakeholder management ● Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy ● Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> ● CERC regulations on distribution tariff ● Distribution project monitoring ● Technical concepts around LVDC distribution system/power quality/R&D in distribution ● Distribution disaster management (CC) 	<ul style="list-style-type: none"> grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking

Proficiency Assessment

Based on inputs gathered during interviews with DP&M officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 50: DP&M Division, GO&D Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
CEA regulations (Metering, Safety, Construction, Grid connectivity etc.), SERC regulations (SOPs, Supply Code etc.), Electricity Act 2003, Tariff policy & Electricity Rules	A	A	I	B
Distribution policy compliance and monitoring	I	A	I	B
Technical concepts around LVDC distribution system/power quality/R&D in distribution	A	A	I	B
Distribution disaster management	A	A	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	A	A	I	I
Strategic leadership	I	I	NA	NA
Decision-making	A	A	NA	NA
Human resource management	A	A	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

- The collected data from various utilities and other data as available on NPP Portal, DRIPs Portal and UPADHI portal is compiled /updated on regular basis and various reports are being prepared as per the requirement of Ministry
- Presently, excel is being used for compilation of various project data
- Training in the field of smart distribution system/SMART grid/ SCADA, smart metering and related data analysis for better inferences is required. Also, training in futuristic emerging technology such as EV/EV charging and its integration with the grid, grid integration of RE etc. may be provided
- Upgraded distribution system with automation and digitization/SCADA as key features may be explained

Division 3: Operation Performance Monitoring (OPM), GO&D Wing

The key mandate entrusted with the OPM division is preparation of monthly generation report (tentative and actual), evaluation of plant load factor of plants and assessment of annual generation targets. The division also carries out review of performance of generating plants and analysis of the same.

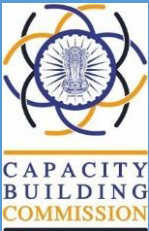
The roles/responsibilities of the division include:

- Data collection and compilation on generation (thermal, hydro & nuclear), outages of units (coal /lignite /nuclear) of generating power plants (25 MW and above) in the country and preparation of Daily Generation Report (DGR)
- Preparation of 18 col Report twice (tentative and actual) on monthly basis based upon the monthly generation and evaluation of plant load factor (PLF) of power plants
- Assessment of annual generation targets in co-ordination with RPCs and generating utilities considering fuel requirement, past performance of existing power plants, maintenance schedule, merit order despatch, demand assessment, PPA, FSA, generation from new units, grid constraints etc.
- Providing inputs to GM/RPCs for preparation of Load Generation Balance Report (LGBR) and anticipated demand and supply position
- Assistance to MoP in analysis of generation performance and preparation of various reports e.g. poor performing plants more than 25 years old, reserve shut down/low system demand, high renewable generation penetration, reducing PLF etc.
- Preparation of 'Review of Performance of Thermal Power Stations' on annual basis

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 51: OPM Division, GO&D Wing: Competency assessment

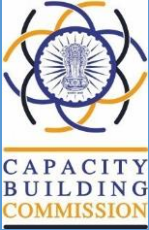
Position	Roles/ Responsibilities (OPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Oversee, review and approval of reports related to: <ul style="list-style-type: none"> ○ Daily/monthly generation reports ○ 18 col Report twice (tentative and actual) on monthly basis ○ Annual generation targets ○ Analysis of generation performance ○ Review of Performance of Thermal Power Stations • Review and inputs on reports related to: <ul style="list-style-type: none"> ○ Poor performing plants more than 25 years old ○ Reserve Shut down/Low system demand ○ High renewable generation penetration ○ Reducing PLF of thermal plants • Comprehensive Performance Award Scheme of MoP for Nuclear Power Stations: Evaluation of award • Handle key personnel management issues • Publicize the achievements of the division at various internal and external forums • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • Fundamentals of thermal power generation, operational characteristics, flexible power generation • Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) • CERC regulations related to performance parameters of generating plants, particularly thermal • Technical concepts related to maintenance schedule, merit order dispatch principles, demand assessment, PPA, FSA, grid constraints etc. 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results 	



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Position	Roles/ Responsibilities (OPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of GO&D Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and inputs on reports related to: <ul style="list-style-type: none"> Daily/monthly generation reports 18 col Report twice (tentative and actual) on monthly basis Annual generation targets Analysis of generation performance Review of Performance of Thermal Power Stations Review and inputs on reports related to: <ul style="list-style-type: none"> Poor performing plants more than 25 years old Reserve Shut down/Low system demand High renewable generation penetration Reducing PLF of thermal plants Comprehensive Performance Award Scheme of MoP for Nuclear Power Stations: Evaluation of award Handle grievances of the employees of the division and escalate if required Handle people management issues Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Fundamentals of thermal power generation, operational characteristics, flexible power generation Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) CERC regulations related to performance parameters of generating plants, particularly thermal Technical concepts related to maintenance schedule, merit order dispatch principles, demand assessment, PPA, FSA, grid constraints etc. Power automation tools, Power BI tools 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	



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Position	Roles/ Responsibilities (OPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Deputy Director (DD)	<ul style="list-style-type: none"> • Preparation of reports : <ul style="list-style-type: none"> ○ Daily/monthly generation reports ○ 18 col Report twice (tentative and actual) on monthly basis ○ Annual generation targets ○ Analysis of generation performance ○ Review of Performance of Thermal Power Stations • Examination, vetting and preparation of reports related to: <ul style="list-style-type: none"> ○ Poor performing plants more than 25 years old ○ Reserve Shut down/Low system demand ○ High renewable generation penetration ○ Reducing PLF of thermal plants • Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Help in coordinating data/inputs from concerned agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of GO&D wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review the minutes of meeting to be circulated for key meetings 	<ul style="list-style-type: none"> • Fundamentals of thermal power generation, operational characteristics, flexible power generation • Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) • CERC regulations related to performance parameters of generating plants, particularly thermal • Technical concepts related to maintenance schedule, merit order dispatch principles, demand assessment, PPA, FSA, grid constraints etc. • Power automation tools, Power BI tools • Data validation checks related to operation performance monitoring of generating plants 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	

Position	Roles/ Responsibilities (OPM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> Preparation of reports : <ul style="list-style-type: none"> Daily/monthly generation reports 18 col Report twice (tentative and actual) on monthly basis Annual generation targets Analysis of generation performance Review of Performance of Thermal Power Stations Examination, vetting and preparation of reports related to: <ul style="list-style-type: none"> Poor performing plants more than 25 years old Reserve Shut down/Low system demand High renewable generation penetration Reducing PLF of thermal plants Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters Drafting letters/circulars/OM/note sheets for stakeholder management Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> Fundamentals of thermal power generation, operational characteristics, flexible power generation Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) CERC regulations related to performance parameters of generating plants, particularly thermal Technical concepts related to maintenance schedule, merit order dispatch principles, demand assessment, PPA, FSA, grid constraints etc. Power automation tools, Power BI tools Data validation checks related to operation performance monitoring of generating plants 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with OPM officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 52: OPM Division, GO&D Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
CERC regulations related to performance parameters/evaluation of generating plants, particularly thermal	A	I	I	I
Technical concepts related to maintenance schedule, outages, merit order dispatch principles, demand assessment, PPA, FSA, grid constraints etc.	A	I	I	B
Power automation tools, Power BI tools	A	I	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	A	A	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	A	NA	NA
File management using One Drive	NA	A	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	I	I	I	I
Strategic leadership	A	I	NA	NA
Decision-making	A	A	NA	NA
Human resource management	A	A	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

- Knowledge/training on MS- excel advanced tools for data analytics
- Training on data analytics, power market studies be provided
- Issues related to O&M of power plants be covered

Division 4: Grid Management (GM), GO&D Wing

The key mandate entrusted with the GM division is monitoring and supervision of all the five regional grids i.e. NR, WR, SR, ER & NER and on all India basis.

The other roles/responsibilities of the division include:

- Allocation of unallocated and surrendered power of CGS to various beneficiaries
- Preparation of power supply position on monthly basis and cumulative for the year
- Preparation of annual Load Generation Balance Report (LGBR)
- Re-allocation of power from CGS consequent to the reorganisation of states
- Providing assistance to committees constituted by Government of India on grid disturbance issues including appearance before CERC on petition related to grid operation matters
- Coordination/formulation of technical standards/regulations on grid connectivity of transmission lines
- Co-ordination of budget of RPCs and budget of the schemes implemented by GM Division
- Formulation and implementation of new schemes for RPCs/GM Division etc.
- All technical, operational and commercial matters related to grid management
- Works related to transmission availability award scheme

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 53: GM Division, GO&D Wing: Competency assessment

Position	Roles/ Responsibilities (GM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee, review and approval of reports related to: <ul style="list-style-type: none"> Annual Load Generation Balance Report (LGBR) Monthly power supply position in the country on All India/ Regional/ State basis Technical standards and regulations on grid connectivity of transmission line Co-ordination of budget of RPCs and budget of the schemes implemented by GM Division Formulation and implementation of new schemes for RPCs/GM Division Review and inputs on reports related to: <ul style="list-style-type: none"> Technical, operational and commercial matters related to grid management Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) Assessment of anticipated power supply position, taking into consideration the forecasted power availability from various generating stations in operation Technical, operational and commercial matters related to grid management/regional grids Technical standards/regulations on grid connectivity of transmission lines Legal issues related to grid disturbance and coordination of regional grids 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support 	

Position	Roles/ Responsibilities (GM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of GO&D Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and inputs on reports related to: <ul style="list-style-type: none"> Annual Load Generation Balance Report (LGBR) Monthly power supply position in the country on All India/ Regional/ State basis Technical Standards and regulations on grid connectivity of transmission line Co-ordination of budget of RPCs and budget of the schemes implemented by GM Division Formulation and implementation of new schemes for RPCs/GM Division Review and inputs on reports related to: <ul style="list-style-type: none"> Technical, operational and commercial matters related to grid management Handle grievances of the employees of the division and escalate if required Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Assessment of anticipated power supply position, taking into consideration the forecasted power availability from various generating stations in operation Technical, operational and commercial matters related to grid management/regional grids Technical standards/regulations on grid connectivity of transmission lines Legal issues related to grid disturbance and coordination of regional grids 	<ul style="list-style-type: none"> budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> Preparation of reports : <ul style="list-style-type: none"> Annual Load Generation Balance Report (LGBR) 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) Assessment of anticipated power supply position, taking into 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving

Position	Roles/ Responsibilities (GM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Monthly power supply position in the country on All India/ Regional/ State basis ○ Technical Standards and regulations on grid connectivity of transmission line • Examination, vetting and preparation of reports related to: <ul style="list-style-type: none"> ○ Technical, operational and commercial matters related to grid management • Co-ordination of budget of RPCs and budget of the schemes implemented by GM division • Formulation and implementation of new schemes for RPCs/GM Division • Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Coordinating data/inputs from concerned agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of GO&D wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review the minutes of meeting to be circulated for key meetings • Review response and provide additional inputs on responses to parliamentary matters 	<p>consideration the forecasted power availability from various generating stations in operation</p> <ul style="list-style-type: none"> • Technical, operational and commercial matters related to grid management/regional grids • Technical standards/regulations on grid connectivity of transmission lines • Legal issues related to grid disturbance and coordination of regional grids 	<ul style="list-style-type: none"> • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	



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Position	Roles/ Responsibilities (GM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	and assurances, RTI matters, PMO/VIP references				
Assistant Director (AD)	<ul style="list-style-type: none"> • Preparation of reports : <ul style="list-style-type: none"> ○ Annual Load Generation Balance Report (LGBR) ○ Monthly power supply position in the country on All India/ Regional/ State basis ○ Technical standards and regulations on grid connectivity of transmission line • Examination, vetting and preparation of reports related to: <ul style="list-style-type: none"> ○ Technical, operational and commercial matters related to grid management • Formulation and implementation of new schemes for RPCs/GM Division • Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters • Drafting letters/circulars/OM/note sheets for stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) • Assessment of anticipated power supply position, taking into consideration the forecasted power availability from various generating stations in operation • Technical, operational and commercial matters related to grid management/regional grids • Technical standards/regulations on grid connectivity of transmission lines • Legal issues related to grid disturbance and coordination of regional grids 	<ul style="list-style-type: none"> • Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with GM officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 54: GM Division, GO&D Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Assessment of anticipated power supply position	A	A	I	I
Technical, operational and commercial matters related to grid management/regional grids	A	A	I	B
Technical standards/regulations on grid connectivity of transmission lines	A	A	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	I	I	I	I
Strategic leadership	I	I	NA	NA
Decision-making	I	A	NA	NA
Human resource management	I	A	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

- Transmission network planning, regulatory works and their implication, cyber security, AI/ML application be covered
- Application of AI/ML in power sector

Division 5: National Power Committee (NPC), GO&D Wing

The key mandate entrusted with the NPC division is analysis and monitoring of grid disturbance on regional/national basis, resolve issues among Regional Power Committees (RPCs) and to bring out uniformity among RPCs by the best practices of RPCs at pan India level and examination of Detailed Project Reports (DPRs)/monitoring of projects funded from PSDF. .

The other roles/responsibilities of the division include:

- Temporary re-allocation of surplus power of Central Generating Stations (CGS) for one day or more than one day on PUSHp portal
- Works related to Power System Development Fund (PSDF) including examination of DPRs/monitoring for funding from PSDF and preparation of their appraisal report, allocation of funds, supervision of various schemes under implementation through PSDF etc.
- Resolve issues among Regional Power Committees (RPC)
- Discuss and resolve issues referred to NPC requiring consultation among one or more RPCs, issues having inter-regional implication or any other issue affecting more than one region or all regions
- Decisions taken in the NPC shall be put up to respective RPCs for implementation

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 55: NPC Division, GO&D Wing: Competency assessment

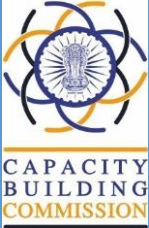
Position	Roles/ Responsibilities (NPC)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee, review and approval of reports related to: <ul style="list-style-type: none"> Analysis and monitoring of grid disturbance on regional/national basis Ensure third party protection audit in all state/regional/national entities on regular basis Oversee and review works related to Power System Development Fund (PSDF) including examination of DPRs/monitoring for funding from PSDF and preparation of their appraisal report, allocation of funds, supervision of various schemes under implementation through PSDF etc. Resolve issues among Regional Power Committees (RPC) Temporary re-allocation of surplus power of Central Generating Stations (CGS) for one day or more than one day on PUSHp portal Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) Regulations of Indian Grid Code (IGC) Analysis and monitoring of grid disturbance on regional/national basis Examination of DPRs related to PSDF 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	



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Position	Roles/ Responsibilities (NPC)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of GO&D Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and inputs on reports related to: <ul style="list-style-type: none"> Analysis and monitoring of grid disturbance on regional/national basis Ensure third party protection audit in all state/regional/national entities on regular basis Review works related to Power System Development Fund (PSDF) including examination of DPRs/monitoring for funding from PSDF and preparation of their appraisal report, allocation of funds, supervision of various schemes under implementation through PSDF etc. Resolve issues among Regional Power Committees (RPC) Temporary re-allocation of surplus power of Central Generating Stations (CGS) for one day or more than one day on PUSHp portal Handle grievances of the employees of the division and escalate if required Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) Regulations of Indian Grid Code (IGC) Analysis and monitoring of grid disturbance on regional/national basis Examination of DPRs related to PSDF 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	

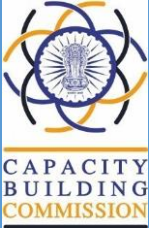


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Position	Roles/ Responsibilities (NPC)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Deputy Director (DD)	<ul style="list-style-type: none"> • Preparation of reports : <ul style="list-style-type: none"> ○ Analysis and monitoring of grid disturbance on regional/national basis ○ Ensure third party protection audit in all state/regional/national entities on regular basis • Works related to Power System Development Fund (PSDF): <ul style="list-style-type: none"> ○ Examination of DPRs ○ Monitoring for funding from PSDF and preparation of their appraisal report ○ Allocation of funds ○ Supervision of various schemes under implementation through PSDF etc. • Prepare notes for resolving issues among Regional Power Committees (RPC) • Temporary re-allocation of surplus power of Central Generating Stations (CGS) for one day or more than one day on PUSHp portal • Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Coordinating data/inputs from concerned agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of GO&D wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) • Regulations of Indian Grid Code (IGC) • Analysis and monitoring of grid disturbance on regional/national basis • Examination of DPRs related to PSDF 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	

Position	Roles/ Responsibilities (NPC)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Parliamentary Consultative Committee ● Review minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> ● Preparation of reports : <ul style="list-style-type: none"> ○ Analysis and monitoring of grid disturbance on regional/national basis ○ Ensure third party protection audit in all state/regional/national entities on regular basis ● Works related to Power System Development Fund (PSDF): <ul style="list-style-type: none"> ○ Examination of DPRs ○ Monitoring for funding from PSDF and preparation of their appraisal report ○ Allocation of funds ○ Supervision of various schemes under implementation through PSDF etc. ● Temporary re-allocation of surplus power of Central Generating Stations (CGS) for one day or more than one day on PUSHp portal ● Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters ● Drafting letters/circulars/OM/note sheets for stakeholder management ● Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) ● Regulations of Indian Grid Code (IGC) ● Analysis and monitoring of grid disturbance on regional/national basis ● Examination of DPRs related to PSDF 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	



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Position	Roles/ Responsibilities (NPC)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with NPC officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 56: NPC Division, GO&D Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Analysis and monitoring of grid disturbance on regional/national basis	A	I	I	B
Technical concepts around temporary re-allocation of surplus power of CGS on PUSHp portal	A	I	I	B
Examination of DPRs related to PSDF	A	I	I	B
Works related to Power System Development Fund (PSDF)	A	I	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	A	I	I	B
Strategic leadership	A	I	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	B
Performance management	NA	NA	I	B
Problem solving	NA	NA	I	B

Key Findings

The key findings based on interaction with division officials are as below.

- Officials are familiar with the activity being carried out in the division
- Transmission network planning issues be covered
- For future efficient working, summary of DPR by AI tools be generated to save time and resources
- Latest technologies in examining DPRs be taught to the division

Division 6: RPCs, GO&D Wing

As per Section 29(4) of the Electricity Act, 2003, Regional Power Committees have been vested with the responsibility of stable and smooth operation of the regional grids with economy and efficiency. RPCs play an important role in managing the regional power grids and interact with the constituent states on regular basis to bring discipline in the operation of regional grids.

The functions of the Regional Power Committees, inter-alia, covers:

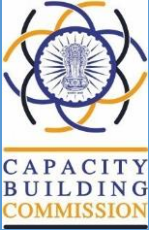
- Coordinating grid operation matters between the utilities in the region
- Operational planning in merit order of operation including planning outages of generators and transmission system
- Coordination of protection system and implementation of automatic under frequency load shedding
- Regional Energy Accounting (REA) including operation of pool account
- Exploring possibilities of inter-state/inter-regional transfer of power
- Certification of availability of central generating stations and central transmission lines
- Certification of loss of generation

There is one Member Secretary (Regional Power Committee) for each region i.e. NR, WR, SR, ER & NER.

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 57: RPCs (NR/WR/SR/ER/NER), GO&D Wing: Competency assessment

Position	Roles/ Responsibilities (RPCs)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Member Secretary	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Oversee and review matters related to: <ul style="list-style-type: none"> Managing issues of respective regional power grid Coordinating grid operation matters between the utilities in the region Operational planning in merit order of operation including planned outages of generators and transmission system Coordination of protection system and implementation of automatic under frequency load shedding Regional Energy Accounting (REA) including operation of pool account Review possibilities of inter-state/inter-regional transfer of power Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) Regulations of Indian Grid Code (IGC) Regional Energy Accounting (REA) including operation of pool account Regional grid operation matters Automatic under frequency load shedding Technical concepts related to availability of central generating stations and central transmission lines 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
SE	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) Regulations of Indian Grid Code (IGC) 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support

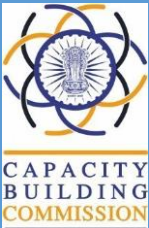


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Position	Roles/ Responsibilities (RPCs)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of GO&D Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and inputs on matters related to: <ul style="list-style-type: none"> Managing issues of respective regional power grid Coordinating grid operation matters between the utilities in the region Operational planning in merit order of operation including planned outages of generators and transmission system Coordination of protection system and implementation of automatic under frequency load shedding Regional Energy Accounting (REA) including operation of pool account Review possibilities of inter-state/inter-regional transfer of power Handle grievances of the employees of the division and escalate if required Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Regional Energy Accounting (REA) including operation of pool account Regional grid operation matters Automatic under frequency load shedding Technical concepts related to availability of central generating stations and central transmission lines 	<ul style="list-style-type: none"> operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	
EE	<ul style="list-style-type: none"> Prepare note sheets/circulars/OMs related to: <ul style="list-style-type: none"> Issues pertaining to respective regional power grid Grid operation matters between the utilities in the region 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) Regulations of Indian Grid Code (IGC) Regional Energy Accounting (REA) including operation of pool account Regional grid operation matters 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication 	

Position	Roles/ Responsibilities (RPCs)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Operational planning in merit order of operation including planned outages of generators and transmission system ○ Coordination of protection system and implementation of automatic under frequency load shedding ○ Regional Energy Accounting (REA) including operation of pool account • Works related to inter-state/inter-regional transfer of power • Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Coordinating data/inputs from concerned agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of GO&D wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review minutes of meeting to be circulated for key meetings • Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • Automatic under frequency load shedding • Technical concepts related to availability of central generating stations and central transmission lines 	<p>meetings, official circular, memorandum, presentations, etc.</p> <ul style="list-style-type: none"> • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	



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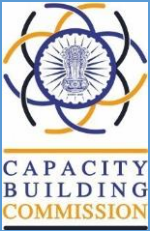
Position	Roles/ Responsibilities (RPCs)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Assistant Secretary	<ul style="list-style-type: none"> • Prepare note sheets/circulars/OMs related to: <ul style="list-style-type: none"> ○ Issues pertaining to respective regional power grid ○ Grid operation matters between the utilities in the region ○ Operational planning in merit order of operation including planned outages of generators and transmission system ○ Coordination of protection system and implementation of automatic under frequency load shedding ○ Regional Energy Accounting (REA) including operation of pool account • Works related to inter-state/inter-regional transfer of power • Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters • Drafting letters/circulars/OM/note sheets for stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy) • Regulations of Indian Grid Code (IGC) • Regional Energy Accounting (REA) including operation of pool account • Regional grid operation matters • Automatic under frequency load shedding • Technical concepts related to availability of central generating stations and central transmission lines 	<ul style="list-style-type: none"> • Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with RPC officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 58: RPCs, GO&D Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Regulations of Indian Grid Code (IGC)	A	A	I	B
Regional Energy Accounting (REA) including operation of pool account	A	A	I	B
Regional grid operation matters	A	A	I	B
Functional				
Conducting review meetings	I	A	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	I	I	I
Strategic leadership	A	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I



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Key Findings

The key findings based on interaction with division officials are as below.

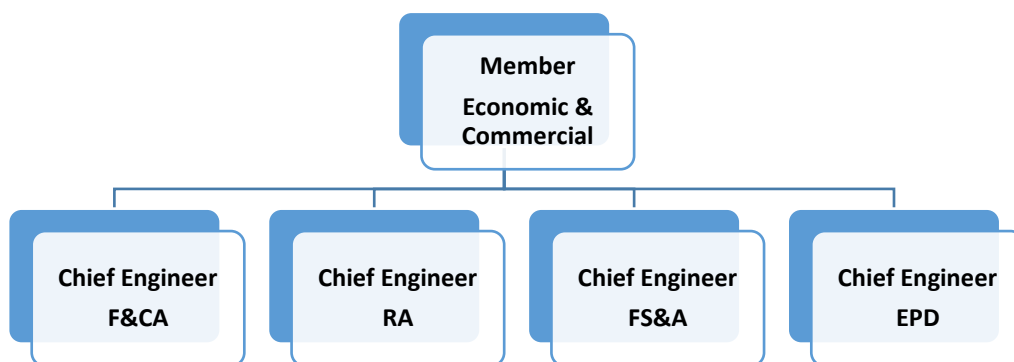
- Transmission network planning and related issues be strengthened

Economic & Commercial (E&C) Wing

The wing is headed by Member (Economic & Commercial) and is responsible for financial & commercial appraisal of DPRs of hydro projects, analysis of financial parameters, monitoring performance of power sector utilities, examination of proposals from financial & commercial angle and economic evaluation of power policies and projects. The wing also carries out analysis of amendments in Electricity Act 2003, National Electricity Policy, Tariff Policy and electricity rules as part of regulatory affair related matters.

The below organizational chart shows various divisions of the Economic & Commercial Wing:

Organizational Chart of Economic & Commercial Wing



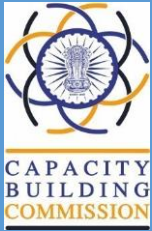
The subsections below provide detailed information on each division's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the said division.

Division 1: Financial & Commercial Appraisal (F&CA) Division, Economic & Commercial Wing

The key mandate entrusted with the F&CA division is financial & commercial appraisal of DPRs of hydro-electric (HE) projects. It also issues guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects from financial and commercial angle.

The other roles/responsibilities of the division include:

- Examination of proposals of NPCIL for fixation of power tariff of nuclear power projects
- Designated as the nodal division for all matters related to nuclear power projects and green hydrogen
- Issues related to tariff of hydro projects of neighbouring countries like Bhutan, Nepal etc.
- Examination of Feasibility Report (FRs), Revised Cost Estimates (RCEs) and Public Investment Board (PIB) proposals from financial and commercial aspects
- Examination of proposals of transmission lines with value < Rs. 1000 Crore and carrying out proposal evaluation of the same
- Examination of proposals for renewable generation schemes from financial and commercial aspects
- Advice financial & commercial aspects to various power sector entities
- Matters related to Tariff Policy, National Electricity Policy etc.



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The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 59: F&CA Division, Economic & Commercial Wing: Competency assessment

Position	Roles/ Responsibilities (F&CA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power on matters pertaining to the division Standing Committee on Energy Parliamentary Consultative Committee Oversee, review and approval of: <ul style="list-style-type: none"> Financial & commercial appraisal of DPRs of HE projects Tariff fixation for NPCIL Review and approval of: <ul style="list-style-type: none"> Feasibility Report (FRs), Revised Cost Estimates (RCEs) and Public Investment Board (PIB) proposals from financial and commercial aspects Proposals for renewable generation schemes from financial and commercial aspects Review and provide inputs on: <ul style="list-style-type: none"> Issues related to tariff of hydro projects of neighboring countries like Bhutan, Nepal etc. Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects Handle key personnel management issues 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) CERC regulations on tariff determination for generation & transmission projects Financial and commercial aspects of project appraisal of power projects Financial accounting principles Know-how of regulations/guidelines for formulation, examination & concurrence of DPRs of HE projects Know-how of guidelines related to tariff of hydro projects in neighbouring countries Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects from financial and commercial angle Contract management principles Financial & commercial aspects of examination of proposals for Feasibility Report (FRs), Revised Cost Estimates (RCEs) and Public Investment Board (PIB) proposals 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	



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Position	Roles/ Responsibilities (F&CA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> Administer and monitor the operations of the division Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of E&C wing Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and provide inputs on: <ul style="list-style-type: none"> Financial & commercial appraisal of DPRs of HE projects Tariff fixation for NPCIL Review and provide inputs on financial and commercial aspects of: <ul style="list-style-type: none"> Feasibility Report (FRs), Revised Cost Estimates (RCEs) and Public Investment Board (PIB) proposals Proposals for renewable generation schemes Review and provide inputs on: 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) CERC regulations on tariff determination for generation & transmission projects Financial and commercial aspects of project appraisal of power projects Financial accounting principles Development of tariff models Know-how of regulations/guidelines for formulation, examination & concurrence of DPRs of HE projects Know-how of guidelines related to tariff of hydro projects in neighbouring countries Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects from financial and commercial angle Contract management principles Financial & commercial aspects of examination of proposals for Feasibility Report (FRs), Revised Cost Estimates 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	



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Position	Roles/ Responsibilities (F&CA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Issues related to tariff of hydro projects of neighboring countries like Bhutan, Nepal etc. ○ Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects ● Handle grievances of the employees of the division and escalate if required ● Handle people management issues ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<p>(RCEs) and Public Investment Board (PIB) proposals</p>			
Deputy Director (DD)	<ul style="list-style-type: none"> ● Examination and preparation of reports: <ul style="list-style-type: none"> ○ Financial & commercial appraisal of DPRs of HE projects ○ Tariff for nuclear power projects ○ Feasibility Report (FRs), Revised Cost Estimates (RCEs) and Public Investment Board (PIB) proposals from financial and commercial aspects ○ Proposals for renewable generation schemes from financial and commercial aspects ● Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Issues related to tariff of hydro projects of neighboring countries like Bhutan, Nepal etc. ○ Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes related to the sector (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy) ● CERC regulations on tariff determination for generation & transmission projects ● Financial and commercial aspects of project appraisal of power projects ● Financial accounting principles ● Development of tariff models ● Know-how of regulations/guidelines for formulation, examination & concurrence of DPRs of HE projects ● Know-how of guidelines related to tariff of hydro projects in neighbouring countries 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	

Position	Roles/ Responsibilities (F&CA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Help in coordinating data/inputs from concerned agencies Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> Other divisions of E&C wing Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review the minutes of meeting to be circulated for key meetings Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects from financial and commercial angle Contract management principles Financial & commercial aspects of examination of proposals for Feasibility Report (FRs), Revised Cost Estimates (RCEs) and Public Investment Board (PIB) proposals 			
Assistant Director (AD)	<ul style="list-style-type: none"> Examination and preparation of reports: <ul style="list-style-type: none"> Financial & commercial appraisal of DPRs of HE projects Tariff for nuclear power projects Feasibility Report (FRs), Revised Cost Estimates (RCEs) and Public Investment Board (PIB) proposals from financial and commercial aspects Proposals for renewable generation schemes from financial and commercial aspects 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Plan, National Tariff Policy) CERC regulations on tariff determination for generation & transmission projects 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management 	

Position	Roles/ Responsibilities (F&CA)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> • Examination, vetting and preparation of reports for: <ul style="list-style-type: none"> ○ Issues related to tariff of hydro projects of neighboring countries like Bhutan, Nepal etc. ○ Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects • Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> • Financial and commercial aspects of project appraisal of power projects • Financial accounting principles • Development of tariff models • Know-how of regulations/guidelines for formulation, examination & concurrence of DPRs of HE projects • Know-how of guidelines related to tariff of hydro projects in neighbouring countries • Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects from financial and commercial angle • Contract management principles • Financial & commercial aspects of examination of proposals for Feasibility Report (FRs), Revised Cost Estimates (RCEs) and Public Investment Board (PIB) proposals 	<p>grievances, drafting letters and emails, parliament questions, etc.</p> <ul style="list-style-type: none"> • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with F&CA officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 60: F&CA Division, Economic & Commercial Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Financial and commercial appraisals of DPRs	I	I	I	I
Tariff determination principles for power projects including nuclear	I	I	B	B
Development of tariff models	I	I	I	I
Contract management principles	I	I	B	B
Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects from financial and commercial angle	I	I	B	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	I	I	I	I
Strategic leadership	I	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

- Development of various tariff models is a key activity being carried out by this division, hence, expertise in excel and related features is a must
- Knowledge of financial accounting principles is required for day to day activity
- Expertise required in various presentation tools and techniques
- Knowledge of bidding documents and TBCB is essential
- Training be imparted on contract management principles and evaluation of projects from financial & commercial angle

Division 2: Regulatory Affairs (RA) Division, Economic & Commercial Wing

The key mandate of the division is to furnish comments/inputs to various divisions of CEA on regulatory matters and interpretation/implementation issues related to various regulations of CEA/CERC/SERCs. It also renders advice to various power sector entities on regulatory matters related to generation, transmission, distribution and trading of electricity in light of the provisions of Electricity Act, 2003 and regulations/standards of CEA/CERC/SERCs.

The additional roles/responsibilities assigned to the division include:

- Prepare and publish market monitoring report for transaction of electricity in short-term market
- Coordination of works related to Ease of Doing Business (EoDB)
- Coordination of works related to National Single Window System (NSWS)
- Coordinating division for all regulations of CEA - all drafts, seeking concurrence of CEA, to be routed through the RA Division
- Repository of all the regulations issued by CEA

The table below describes for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 61: RA Division, Economic & Commercial Wing: Competency assessment

Position	Roles/ Responsibilities (RA Division)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Oversee, review and provide inputs on: <ul style="list-style-type: none"> ○ Comments on interpretation and implementation issues related to various regulations of CEA/CERC/SERCs ○ Advice to MoP/State Governments/Regulatory Commissions and power utilities on regulatory matters related to generation, transmission, distribution and trading of electricity • Review and approval of: <ul style="list-style-type: none"> ○ Monthly and annual market monitoring report related to transaction of electricity in short-term power market • Review and inputs on: <ul style="list-style-type: none"> ○ Critical issues concerning National Single Window System (NSWS) and Ease of Doing Business (EoDB) • Handle key personnel management issues • Publicize the achievements of the division at various internal and external forums • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) • Key regulations/standards of CEA/CERC/SERCs • Regulations concerning transaction of electricity in the short-term market • Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation, transmission and distribution projects • Technical and regulatory details related to National Single Window System (NSWS) • Technical and regulatory details related to Ease of Doing Business (EoDB) 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results



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Position	Roles/ Responsibilities (RA Division)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Other divisions of E&C wing Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and provide inputs on: <ul style="list-style-type: none"> Interpretation and implementation issues related to various regulations of CEA/CERC/SERCs Advice to MoP/State Governments/Regulatory Commissions and power utilities on regulatory matters related to generation, transmission, distribution and trading of electricity Review and inputs on: <ul style="list-style-type: none"> Monthly and annual market monitoring report related to transaction of electricity in short-term power market Critical issues concerning National Single Window System (NSWS) and Ease of Doing Business (EoDB) Handle grievances of the employees of the division and escalate if required Handle people management issues Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) Regulations/standards of CEA/CERC/SERCs Regulations concerning transaction of electricity in the short-term market Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation, transmission and distribution projects Technical and regulatory details related to National Single Window System (NSWS) Technical and regulatory details related to Ease of Doing Business (EoDB) 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	

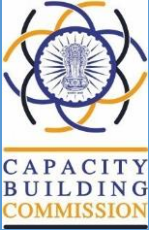
Position	Roles/ Responsibilities (RA Division)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Deputy Director (DD)	<ul style="list-style-type: none"> • Examination and preparation of reports/responses: <ul style="list-style-type: none"> ○ Comments/inputs to various divisions of CEA on regulatory matters ○ Comments/inputs on interpretation and implementation issues related to various regulations of CEA/CERC/SERCs ○ Advice to MoP/State Governments/Regulatory Commissions and power utilities on regulatory matters related to generation, transmission, distribution and trading of electricity • Examination and preparation of reports/responses for: <ul style="list-style-type: none"> ○ Monthly and annual market monitoring report related to transaction of electricity in short-term power market ○ Critical issues concerning National Single Window System (NSWS) and Ease of Doing Business (EoDB) • Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level • Help in coordinating data/inputs from concerned agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of E&C wing ○ Other wings of CEA 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) • Key regulations/standards of CEA/CERC/SERCs • Regulations concerning transaction of electricity in the short-term market • Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation, transmission and distribution projects • Technical and regulatory details related to National Single Window System (NSWS) • Technical and regulatory details related to Ease of Doing Business (EoDB) 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	



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Position	Roles/ Responsibilities (RA Division)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> ● Examination and preparation of reports/responses: <ul style="list-style-type: none"> ○ Comments/inputs to various divisions of CEA on regulatory matters ○ Comments/inputs on interpretation and implementation issues related to various regulations of CEA/CERC/SERCs ○ Advice to MoP/State Governments/Regulatory Commissions and power utilities on regulatory matters related to generation, transmission, distribution and trading of electricity ● Examination and preparation of reports/responses for: <ul style="list-style-type: none"> ○ Monthly and annual market monitoring report related to transaction of electricity in short-term power market ○ Critical issues concerning National Single Window System (NSWS) and Ease of Doing Business (EoDB) ● Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) ● Key regulations/standards of CEA/CERC/SERCs ● Regulations concerning transaction of electricity in the short-term market ● Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation, transmission and distribution projects ● Technical and regulatory details related to National Single Window System (NSWS) ● Technical and regulatory details related to Ease of Doing Business (EoDB) 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	



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Position	Roles/ Responsibilities (RA Division)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 				

Proficiency Assessment

Based on inputs gathered during interviews with RA division officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 62: RA Division, Economic & Commercial Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Major Acts, Policies and Schemes related to the sector	A	A	I	I
Technical regulations/standards of CEA/CERC/SERCs	A	A	I	I
Regulations related to transaction of electricity in short-term market	A	A	I	I
Technical and regulatory details related to National Single Window System (NSWS) and Ease of Doing Business (EoDB)	A	I	B	B
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	I	A	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	A	I	I
Strategic leadership	I	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as below.

- Officials of this division should have access to a common database which has all relevant orders/references from multiple regulatory authorities such as CERC, SERCs, Appellate Tribunal etc. on a particular topic stored at one common location
- Study of regulatory frameworks/regulations in international markets which have similar electricity markets as in India and are more advanced should be carried out on regular basis

Division 3: Financial Studies & Analysis (FS&A) Division, Economic & Commercial Wing

The mandate of the division is to collect, compile and analyze various power sector data related to tariff, subsidy, electricity duty, outstanding dues, generation tariff etc. and come out with monthly/annual reports on the same.

The roles/responsibilities of the division include:

- Preparation of annual report on “Rate of Sale of Power” and “Electricity Tariff & Duty and Average Rates of Electricity Supply in India” by collecting, compiling and analysing data from respective generating utilities/SERCs/discoms/tariff orders
- Collection and compilation of data related to regulatory assets from various SERC/JERCs and monthly outstanding dues payable to CPSUs by SEBs/DISCOMS/Power Utilities
- Collection and compilation of subsidy and electricity duty data from various power utilities/DISCOMS
- Analysis of financial data and different tariff structures of distribution companies
- Collection and compilation of monthly generation tariff data from generating utilities (CPSUs and private) to assist the working group of Department for Promotion of Industry and Internal Trade (DPIIT) to review the existing series of Whole Sale Price Index (WPI) of electricity
- Compilation and analysis of generation tariff of North-Eastern and Eastern region of India to finalize the tariff of Chukha hydroelectric project in Bhutan
- Integration of retail electricity tariff and generation tariff with National Power Portal i.e. DETACH application and it’s monitoring

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 63: FS&A Division, Economic & Commercial Wing: Competency assessment

Position	Roles/ Responsibilities (FS&A)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and approval of reports: <ul style="list-style-type: none"> Annual publication titled “Electricity Tariff & Duty and Average rates of electricity Supply in India” Monthly outstanding dues payable to CPSUs by SEBs/DISCOMS/ Power Utilities Review and inputs on: <ul style="list-style-type: none"> Analysis of financial data and different tariff structures of distribution companies Analysis of electricity duty, subsidy, regulatory assets data etc. Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) Relevant regulations of CEA/CERC/SERCs required for computing/analyzing financial data/power sector indicators such as rate of sale of power, average cost of supply, subsidy, regulatory assets, different tariff structures of distribution and generation companies etc. Computation of key power sector indices Power finance concepts Excel data handling 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork



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Position	Roles/ Responsibilities (FS&A)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of E&C wing ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review and inputs on: <ul style="list-style-type: none"> ○ Annual publication titled “Electricity Tariff & Duty and Average rates of electricity Supply in India” ○ Monthly outstanding dues payable to CPSUs by SEBs/DISCOMS/ Power Utilities • Review and inputs on: <ul style="list-style-type: none"> ○ Analysis of financial data and different tariff structures of distribution companies ○ Analysis of electricity duty, subsidy, regulatory assets data etc. • Handle grievances of the employees of the division and escalate if required • Handle people management issues • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) • Relevant regulations of CEA/CERC/SERCs required for computing/analyzing financial data/power sector indicators such as rate of sale of power, average cost of supply, subsidy, regulatory assets, different tariff structures of distribution and generation companies etc. • Computation of key power sector indices • Power finance concepts • Excel data handling 	<ul style="list-style-type: none"> • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Proactiveness in work management • Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> • Preparation of reports: <ul style="list-style-type: none"> ○ Annual publication titled “Electricity Tariff & Duty and Average rates of electricity Supply in India” ○ Monthly outstanding dues payable to CPSUs by SEBs/DISCOMS/Power Utilities 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication



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Position	Roles/ Responsibilities (FS&A)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Collection and compilation of subsidy and electricity duty data from various Power Utilities/DISCOMS Collection and compilation of regulatory assets data from various SERC/JERCs Analysis of financial data and different tariff structures of distribution companies Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Help in coordinating data/inputs from concerned agencies Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> Other divisions of E&C wing Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review the minutes of meeting to be circulated for key meetings Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> Relevant regulations of CEA/CERC/SERCs required for computing/analyzing financial data/power sector indicators such as rate of sale of power, average cost of supply, subsidy, regulatory assets, different tariff structures of distribution and generation companies etc. Power finance concepts Computation of key power sector indices Complete MS Office Suite, including excel data handling 	<p>meetings, official circular, memorandum, presentations, etc.</p> <ul style="list-style-type: none"> File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	
Assistant Director (AD)	<ul style="list-style-type: none"> Preparation of reports: <ul style="list-style-type: none"> Annual publication titled "Electricity Tariff & Duty and Average rates of electricity Supply in India" 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset 	



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Position	Roles/ Responsibilities (FS&A)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Monthly outstanding dues payable to CPSUs by SEBs/DISCOMS/Power Utilities • Collection and compilation of subsidy and electricity duty data from various Power Utilities/DISCOMS • Collection and compilation of regulatory assets data from various SERC/JERCs • Analysis of financial data and different tariff structures of distribution companies • Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<p>IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.)</p> <ul style="list-style-type: none"> • Relevant regulations of CEA/CERC/SERCs required for computing/analyzing financial data/power sector indicators such as rate of sale of power, average cost of supply, subsidy, regulatory assets, different tariff structures of distribution and generation companies etc. • Power finance concepts • Computation of key power sector indices • Complete MS Office Suite, including Excel data handling 	<ul style="list-style-type: none"> • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking

Proficiency Assessment

Based on inputs gathered during interviews with FS&A officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 64: FS&A Division, Economic & Commercial Wing: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Major Acts, Policies and Schemes related to the sector	A	A	I	I
Relevant regulations of CEA/CERC/SERCs required for computing/analyzing financial data/power sector indicators	A	A	I	I
Power finance concepts	A	A	I	I
Excel data handling	I	I	I	I
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	I	A	I	B
Strategic leadership	I	I	NA	NA
Decision-making	I	A	NA	NA
Human resource management	I	A	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	B
Performance management	NA	NA	I	B
Problem solving	NA	NA	I	B

Key Findings

The key observations based on interaction with division officials are as below.

- Training on Power Finance concepts
- Tariff rates world-wide and their comparison
- Topic of 'One Nation One Tariff' may be deliberated for its feasibility within the country

Division 4: Economic Policy Division (EPD), Economic & Commercial Wing

The key responsibility of the division is to examine and analyze from economic angle, as distinct from financial angle, matters dealt in other wings of CEA and references received from Ministry of Power and other Ministries/ organizations etc.

The other roles/responsibilities of the division include:

- Collection of information and analysis about direct electricity subsidy to agricultural sector
- Monthly Report to MoP covering WPI (Wholesale Price Index), IIP, Eight Core Industries Index and CPI
- Data regarding untied capacity in the PPA of Independent Power Producers

Deputy Director General (DDG) and Joint Director are of non-CPES cadre in this division.

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 65: EPD Division, Economic & Commercial Wing: Competency assessment

Position	Roles/ Responsibilities (EPD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
DDG	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review and approval of reports: <ul style="list-style-type: none"> Economic analysis of important matters concerning various divisions of CEA/references received from MoP Monthly Report to MoP covering WPI (Wholesale Price Index), IIP, Eight Core Industries Index and CPI Data regarding untied capacity in the PPA of Independent Power Producers Analysis about direct electricity subsidy to agricultural sector Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) Sector related economic policies Knowledge of statistics and statistical tools Computation of economic indicators such as WPI, IIP, CPI, Eight Core Industries Index etc. Excel data handling 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	
Joint Dir (JD)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills 	

Position	Roles/ Responsibilities (EPD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Other wings of CEA ○ Other divisions of E&C wing ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review and inputs on: <ul style="list-style-type: none"> ○ Economic analysis of important matters concerning various divisions of CEA/references received from MoP and other ministries ○ Monthly Report to MoP covering WPI (Wholesale Price Index), IIP, Eight Core Industries Index and CPI ○ Data regarding untied capacity in the PPA of Independent Power Producers ○ Analysis about direct electricity subsidy to agricultural sector ● Inputs on Free Trade Agreements (FTA) related to electrical products and equipment ● Handle grievances of the employees of the division and escalate if required ● Handle people management issues ● Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<p>Saubhagya, RDSS Scheme, RE related schemes etc.)</p> <ul style="list-style-type: none"> ● Sector related economic policies ● Knowledge of statistics and statistical tools ● PPA related technical concepts ● Computation of economic indicators such as WPI, IIP, CPI, Eight Core Industries Index etc. ● Free Trade Agreements (FTA) related to electrical products and equipment ● Excel data handling 	<ul style="list-style-type: none"> ● File management using One Drive, E-office ● Coordination and logistics management skills ● Planning, monitoring and project management of related divisional works ● Compliance management ● Knowledge Management System including data gathering, information retrieval and collaboration ● Know-how of vigilance policies and procedures ● Grievance handling of employees ● People management issues 	<ul style="list-style-type: none"> ● Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback ● Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation ● Contributing to achieving measurable results under guidance ● Exhibit ethical behavior at all times ● Multi-tasking and time management skills ● Proactiveness in work management ● Problem solving ability 	
Deputy Director (DD)	<ul style="list-style-type: none"> ● Preparation of reports: <ul style="list-style-type: none"> ○ Economic analysis of important matters concerning various divisions of CEA/references received from MoP ○ Monthly Report to MoP covering WPI (Wholesale Price Index), IIP, Eight Core Industries Index and CPI ○ Data regarding untied capacity in the PPA of Independent Power Producers 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme, RE related schemes etc.) 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times 	

Position	Roles/ Responsibilities (EPD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Analysis about direct electricity subsidy to agricultural sector ● Inputs on Free Trade Agreements (FTA) related to electrical products and equipment ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Help in coordinating data/inputs from concerned agencies ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions of E&C wing ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> ● Sector related economic policies ● Knowledge of statistics and statistical tools ● PPA related technical concepts ● Computation of economic indicators such as WPI, IIP, CPI, Eight Core Industries Index etc. ● Free Trade Agreements (FTA) related to electrical products and equipment ● Excel data handling 	<ul style="list-style-type: none"> ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	<ul style="list-style-type: none"> ● Interpersonal skills ● Time management ● Analytical thinking 	
Assistant Director (AD)	<ul style="list-style-type: none"> ● Preparation of reports: <ul style="list-style-type: none"> ○ Economic analysis of important matters concerning various divisions of CEA/references received from MoP ○ Monthly Report to MoP covering WPI (Wholesale Price Index), IIP, Eight Core Industries Index and CPI 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, National Hydro Power Policy, IPDS, DDUGJY, NSGM, 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication 	

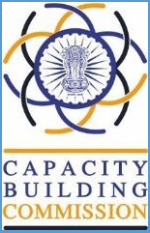
Position	Roles/ Responsibilities (EPD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Data regarding untied capacity in the PPA of Independent Power Producers ○ Analysis about direct electricity subsidy to agricultural sector ● Inputs on Free Trade Agreements (FTA) related to electrical products and equipment ● Drafting circulars/OM/sanction order/note sheets for policy matter files related to administrative matters ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination ● Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy ● Draft response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<p>Saubhagya, RDSS Scheme, RE related schemes etc.)</p> <ul style="list-style-type: none"> ● Sector related economic policies ● Knowledge of statistics and statistical tools ● PPA related technical concepts ● Computation/know-how of economic indicators such as WPI, IIP, CPI, Eight Core Industries Index etc. ● Free Trade Agreements (FTA) related to electrical products and equipment ● Excel data handling 	<ul style="list-style-type: none"> ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with EPD division officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below.

Table 66: EPD Division, Economic & Commercial Wing: Proficiency assessment

Competency	DDG	JD	DD	AD
Domain				
Major Acts, Policies and Schemes related to the power sector	I	I	I	I
Sector related economic policies and computation of economic indicators	A	I	A	I
Knowledge of statistics and statistical tools	A	I	A	I
Excel data handling	I	I	I	I
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	A	I	I	I
Strategic leadership	I	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	I	B	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	B
Performance management	NA	NA	I	B
Problem solving	NA	NA	I	B



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Key Findings

A key observation was that besides economic policy aspects, overall power sector knowledge should be imparted. Trainings regarding comparison of electricity tariff structure, future prospects of PPA of IPPs and power sector reforms in India like renewable integration, financial health of discoms etc. should be provided.

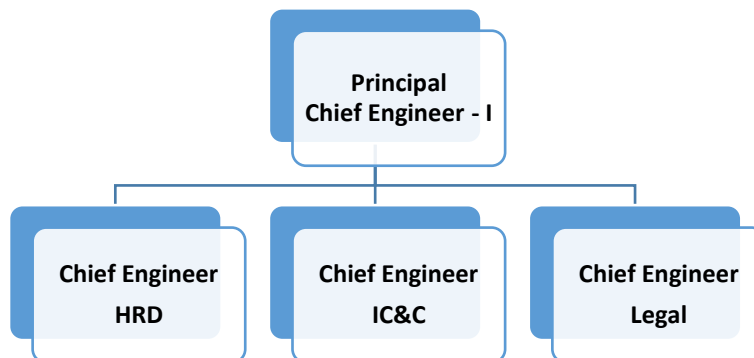
Office of Principal Chief Engineer - I (PCE-I)

The office is headed by Principal Chief Engineer-I and is responsible for training, international cooperation & coordination and various legal matters.

The key responsibilities carried out include developing training policy for the power sector, framing guidelines for recognition/renewal of power training institute(s), recognition of training institutes of power sector, foreign training program for CPES officers, international cooperation & coordination activities and various legal matters.

The below organizational chart shows various divisions under PCE-I (Principal Chief Engineer-I):

Organizational chart under PCE-I

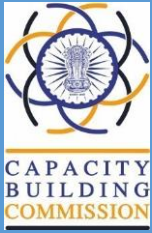


The subsections below provide detailed information on each division's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the said division.

Division 1: Human Resource Development (HRD), Principal Chief Engineer -I

The key mandate entrusted with the HRD division is to develop training policy for the power sector. The other roles/responsibilities of the division include:

- Framing guidelines for recognition/renewal of power training institute in Generation, Transmission, Distribution Sector and Load Despatch
- Recognition of training institutes of power sector imparting training in the O&M of Generating Plants, T& D Systems and Load Despatch centres
- Working out domestic induction training of newly recruited Assistant Directors and mid-career training for CPES officers
- Developing training programs for CPES officers on various functional and behavioural topics
- Coordinating nominations from various divisions/wings for training programs
- Management of library and resource centre of CEA for issuing books, publications etc.



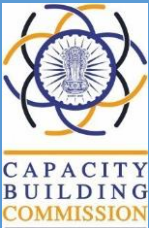
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The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 67: Human Resources Development (HRD), PCE-I: Competency assessment

Position	Roles/ Responsibilities (HRD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Oversee proposals/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Training policy for the power sector ○ Guidelines for recognition/renewal of power training institute in the field of generation, transmission and distribution and Load Despatch ○ Recognition of Training Institutes of power sector imparting training in the O&M of Generating Plants, T& D Systems and Load Despatch centres ○ Domestic induction training of newly recruited Assistant Directors and mid-career training for CPES employees ○ Domestic training programs for various divisions in CEA • Oversee proposals/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Nomination of officers to domestic training programs ○ Power System Training Institute ○ HRD scheme of CEA ○ Research Scheme on Power (RSOP) through CPRI 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, HRD Scheme of CEA, Research Scheme on Power, RDSS, RE related schemes etc.) • Capacity building methods including training program design, evaluation and assessment, stakeholder management • Training and Research activities of MoP (NP) • Guidelines for recognition/renewal of power training institute in generation, transmission, distribution sector and Load Despatch • Process for management/disposal of references • Management of library including budget, fund allocation and usage 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results 	



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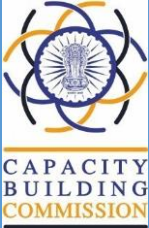
Position	Roles/ Responsibilities (HRD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Oversee the working of the library and resource centre of CEA Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings/divisions of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> Training policy for the power sector Guidelines for recognition/renewal of power training institute in the field of generation, transmission, distribution and Load Despatch Recognition of training institutes of power sector imparting training in the O&M of Generating Plants, T& D Systems and Load Despatch centres Domestic induction training of newly recruited Assistant Directors and mid-career training for CPES employees Domestic training programs for various divisions in CEA 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, HRD Scheme of CEA, Research Scheme on Power, RDSS, RE related schemes etc.) Capacity Building methods including training program design, evaluation and assessment, stakeholder management Training and Research activities of MoP (NP) Guidelines for recognition/renewal of power training institute in generation, transmission and distribution sector Process for management/disposal of references Management of library and resource centre of CEA 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	



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Position	Roles/ Responsibilities (HRD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> Nomination of officers to domestic training programs Power System Training Institute HRD scheme of CEA Research Scheme on Power (RSoP) through CPRI Handle issues related to management of library and resource centre of CEA Handle grievances of the employees of the division and escalate if required Handle people management issues Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> Examination and preparation of reports/policies/proposals: <ul style="list-style-type: none"> Training policy for the power sector Guidelines for recognition/renewal of power training institute in the field of generation, transmission and distribution and Load Despatch Recognition of training institutes of power sector imparting training in the O&M of Generating Plants, T& D Systems and Load Despatch centres Domestic induction training of newly recruited Assistant Directors and mid-career training for CPES employees Domestic training programs for various divisions in CEA Drafting proposals/letters for matters pertaining to: 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, HRD Scheme of CEA, Research Scheme on Power, RDSS, RE related schemes etc.) Capacity building methods including training program design, evaluation and assessment, stakeholder management Training and Research activities of MoP (NP) Guidelines for recognition/renewal of power training institute in generation, transmission and distribution sector Process for management/disposal of references 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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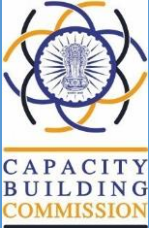
Position	Roles/ Responsibilities (HRD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Nomination of officers to domestic training programs ○ Power System Training Institute ○ HRD scheme of CEA ○ Research Scheme on Power (RSoP) through CPRI ● Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level ● Coordinating the purchase of books/resources for the library and resource centre ● Handle operational issues related to the working of the library and resource centre ● Help in coordinating data/inputs from concerned agencies for developing training programs ● Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions/wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> ● Operational management of library and resource centre 			



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Position	Roles/ Responsibilities (HRD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Assistant Director (AD)	<ul style="list-style-type: none"> • Examination and preparation of reports/policies/proposals: <ul style="list-style-type: none"> ○ Training policy for the power sector ○ Guidelines for recognition/renewal of power training institute in generation, transmission, distribution and Load Despatch ○ Recognition of training institutes of power sector imparting training in the O&M of Generating Plants, T& D Systems and Load Despatch centres ○ Domestic induction training of newly recruited Assistant Directors and mid-career training for CPES employees ○ Domestic training programs for various divisions in CEA • Drafting proposals/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Nomination of officers to domestic training programs ○ Power System Training Institute ○ Research Scheme on Power (RSOP) through CPRI ○ HRD scheme of CEA ○ Library and resource centre of CEA • Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, HRD Scheme of CEA, Research Scheme on Power, RDSS, RE related schemes etc.) • Capacity building methods including training program design, evaluation and assessment, stakeholder management • Training and Research activities of MoP (NP) • Guidelines for recognition/renewal of power training institute in generation, transmission and distribution sector • Process for management/disposal of references 	<ul style="list-style-type: none"> • Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	



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Position	Roles/ Responsibilities (HRD)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with HRD officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 68: Human Resources Development (HRD), PCE-I: Proficiency Assessment

Competency	CE	D	DD	AD
Domain				
Development of training policy for the power sector	I	B	B	B
Framing guidelines for recognition/renewal of power training institute	I	B	B	B
Capacity building methods including training program design, evaluation and assessment, stakeholder management	I	B	B	B
Management of library and resource centre for CEA, including operational aspects	A	A	I	I
Functional				
Conducting review meetings	I	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	I	I	I	B
Strategic leadership	I	I	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	I	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	I	B
Performance management	NA	NA	I	B
Problem solving	NA	NA	I	B

Key Findings

The key findings based on interaction with division officials are as:

- Key skills required in designing , implementing and evaluating training programs , training in data analytics tools and techniques for analysis for officers to make better training related decisions, for day to day activities are noting, drafting and communication skills both verbal and written forms. Training on noting and drafting for new officers, upto DD level and training in Advance Ms Excel for data handling for DDs and ADs
- Management of library and resource centre for CEA, including operational aspects is a key activity being carried out, which should be in digital form
- Library access should also be available in online mode with easy access to all officials of CEA to various books, publications and journals
- Many books numbering about 13,000/ are available but latest publications/journals on various BIS standards, international standards and other international journals are required
- Comprehensive database of CPES officials in online mode, with brief career profiles, training required etc. for common use of Administration and HRD is required

Division 2: International Cooperation and Coordination Division (IC&C), Principal Chief Engineer-I

The key mandate of the division is to work out foreign training program for CPES officers and coordinate/compile inputs for parliament questions/VIP references/RTI matters.

The other roles/ responsibilities of the division include:

- Coordination of CEA audit
- Processing of references related to International Cooperation, including those of SAARC, SASEC, in the field of Power Sector
- Nodal division of CEA for RTI related matters (*Citizen Centricity*)
- Nodal division for 'Make in India related' queries

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 69: International Cooperation and Coordination Division (IC&C), PCE-I: Competency assessment

Position	Roles/ Responsibilities (IC&C)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> Foreign training programs for various divisions in CEA Nominating officers to foreign training programs International cooperation, including those of SAARC, SASEC, in the field of Power Sector Coordination of CEA audit Handle key personnel management issues Publicize the achievements of the division at various internal and external forums Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, HRD Scheme of CEA, Research Scheme on Power, RDSS, RE related schemes etc.) Capacity building methods including training program design, evaluation and assessment, stakeholder management Training and research agenda of MoP (NP) International protocols for participating in foreign training programs Process for management/disposal of references 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, HRD Scheme of CEA, Research Scheme 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork 	

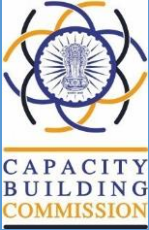


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Position	Roles/ Responsibilities (IC&C)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings/divisions of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> Foreign training programs for various divisions in CEA Nominating officers to foreign training programs International cooperation, including those of SAARC, SASEC, in the field of Power Sector Coordination of CEA audit Handle grievances of the employees of the division and escalate if required Handle people management issues Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> on Power, RDSS, RE related schemes etc.) Capacity Building methods including training program design, evaluation and assessment, stakeholder management Training and research agenda of MoP (NP) International protocols for participating in foreign training programs Process for management/disposal of references 	<ul style="list-style-type: none"> operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability
Deputy Director (DD)	<ul style="list-style-type: none"> Preparation of reports/proposals related to: <ul style="list-style-type: none"> Foreign training programs for various divisions in CEA Nominating officers to foreign training programs International cooperation, including those of SAARC, SASEC, in the field of Power Sector Coordination of CEA audit Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, HRD Scheme of CEA, Research Scheme on Power, RDSS, RE related schemes etc.) Capacity Building methods including training program design, evaluation and assessment, stakeholder management Training and research agenda of MoP (NP) 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking

Position	Roles/ Responsibilities (IC&C)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> processing claims and releases and send across the hierarchy to the next level • Help in coordinating data/inputs from concerned agencies • Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other divisions/wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review the minutes of meeting to be circulated for key meetings • Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> • International protocols for participating in foreign training programs • Process for management/disposal of references 	<ul style="list-style-type: none"> • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 		
Assistant Director (AD)	<ul style="list-style-type: none"> • Preparation of reports/proposals related to: <ul style="list-style-type: none"> ○ Foreign training programs for various divisions in CEA ○ Nominating officers to foreign training programs ○ International cooperation, including those of SAARC, SASEC, in the field of Power Sector ○ Coordination of CEA audit • Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters and stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, HRD Scheme of CEA, Research Scheme on Power, RDSS, RE related schemes etc.) • Capacity building methods including training program design, evaluation and assessment, stakeholder management • Training and research agenda of MoP (NP) • International protocols for participating in foreign training programs • Process for management/disposal of references 	<ul style="list-style-type: none"> • Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking 	



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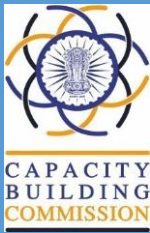
Position	Roles/ Responsibilities (IC&C)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division		<ul style="list-style-type: none">File Management using One Drive		

Proficiency Assessment

Based on inputs gathered during interviews with IC&C officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 70: International Cooperation and Coordination Division (IC&C), PCE-I: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Capacity building methods including training program design, evaluation and assessment, stakeholder management	I	A	B	B
International protocols for attending foreign training programs	I	I	B	B
Functional				
Conduct review meetings	I	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	B	B
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	B	B
Behavioral				
Communication Skills	I	I	B	I
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B



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Key Findings

The division is primarily responsible for coordinating foreign training programs for CEA officials and ensures adherence to international protocols while participating in foreign training programs.

Division 3: Legal Division, Principal Chief Engineer - I

The key mandate of the division is to advise Central/State government, Central/State Electricity Regulatory Commissions, generating companies, licensees on techno-legal matters related to generation, transmission and distribution of electricity as per the provisions of Electricity Act 2003.

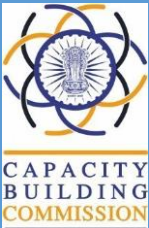
The other roles/responsibilities of the division include:

- Defending court cases in Supreme Court /High Court/District Court/National Green Tribunal, in the matters related to power sector where Union of India, Ministry of Power and/or Central Electricity Authority (CEA) is/are respondent(s) by preparing replies of petitions for filling the counter affidavits
- Assisting Ministry of Power in matters of amendments to Electricity Act, 2003 and rules under it
- Assisting in finalization of CEA regulations and its notification in the gazette of India
- Monitoring of the compliance of the directions/orders given by the Hon'ble Courts
- Reply of legal notices related to the power sector and served to the Ministry of Power/CEA

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 71: Legal Division, PCE-I: Competency assessment

Position	Roles/ Responsibilities (Legal)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review responses/letters/petitions for matters pertaining to: <ul style="list-style-type: none"> ○ Advising various power sector entities on techno-legal matters related to generation, transmission and distribution of electricity as per the provisions of Electricity Act 2003 ○ Assisting Ministry of Power in matters of amendments to Electricity Act, 2003 and rules under it ○ Assisting in finalization of CEA regulations and its notification in the gazette of India ○ Monitoring compliance of the directions/orders given by the Hon'ble Courts • Defending court cases in Supreme Court /High Court/District Court/National Green Tribunal, in the matters related to power sector where Union of India, Ministry of Power and/or Central Electricity Authority (CEA) is/are respondent(s) • Handle key personnel management issues • Publicize the achievements of the division at various internal and external forums • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year Plan) • Techno-legal and litigation procedures related to the power sector • Process for management/ disposal of references • Compliance of the directions/orders given by the Hon'ble Courts 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results 	



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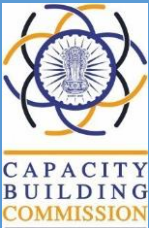
Position	Roles/ Responsibilities (Legal)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings/divisions of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review responses/letters/petitions for matters pertaining to: <ul style="list-style-type: none"> Advising various power sector entities on techno-legal matters related to generation, transmission and distribution of electricity as per the provisions of Electricity Act 2003 Assisting Ministry of Power in matters of amendments to Electricity Act, 2003 and rules under it Assisting in finalization of CEA regulations and its notification in the gazette of India Monitoring compliance of the directions/orders given by the Hon'ble Courts Defending court cases in Supreme Court /High Court/District Court/National Green Tribunal, in the matters related to power sector where Union of India, Ministry of Power and/or Central Electricity Authority (CEA) is/are respondent(s) Handle grievances of the employees of the division and escalate if required Handle people management issues 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year Plan) Techno-legal and litigation procedures related to the power sector Process for management/ disposal of references Compliance of the directions/orders given by the Hon'ble Courts 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	



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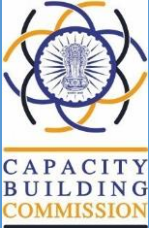
Position	Roles/ Responsibilities (Legal)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> Preparation of responses/petitions/replies pertaining to: <ul style="list-style-type: none"> Court cases in Supreme Court /High Court/District Court/National Green Tribunal, in the matters related to power sector where Union of India, Ministry of Power and/or Central Electricity Authority (CEA) is/are respondent(s) Advising various power sector entities on techno-legal matters related to generation, transmission and distribution of electricity as per the provisions of Electricity Act 2003 Assisting Ministry of Power in matters of amendments to Electricity Act, 2003 and rules under it Assisting in finalization of CEA regulations and its notification in the gazette of India Monitoring compliance of the directions/orders given by the Hon'ble Courts Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Coordinating data/inputs from concerned agencies Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> Other divisions/wings of CEA Ministry of Power 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year Plan) Techno-legal and litigation procedures related to the power sector Process for management/disposal of references Compliance of the directions/orders given by the Hon'ble Courts 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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Position	Roles/ Responsibilities (Legal)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Standing Committee on Energy ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> ● Preparation of responses/letters/petitions pertaining to: <ul style="list-style-type: none"> ○ Court cases in Supreme Court /High Court/District Court/National Green Tribunal, in the matters related to power sector where Union of India, Ministry of Power and/or Central Electricity Authority (CEA) is/are respondent(s) ○ Advising various power sector entities on techno-legal matters related to generation, transmission and distribution of electricity as per the provisions of Electricity Act 2003 ○ Assisting Ministry of Power in matters of amendments to Electricity Act, 2003 and rules under it ○ Assisting in finalization of CEA regulations and its notification in the gazette of India ○ Monitoring compliance of the directions/orders given by the Hon'ble Courts ● Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters and stakeholder management ● Preparing Minutes of Meeting of all key meetings and circulate further up the hierarchy 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, Annual Plan, 5-year Plan) ● Techno-legal and litigation procedures related to the power sector ● Process for management/disposal of references ● Compliance of the directions/orders given by the Hon'ble Courts 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	



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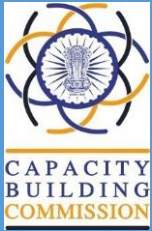
Position	Roles/ Responsibilities (Legal)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with Legal division officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 72: Legal Division, PCE-I: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Techno-legal and litigation procedures related to the power sector	I	I	I	B
Defending court cases in Supreme Court /High Court/District Court/National Green Tribunal, in the matters related to power sector where Union of India, Ministry of Power and/or Central Electricity Authority (CEA) is/are respondent(s)	A	I	B	B
Major Acts, Policies and Schemes related to the power sector	I	I	I	I
Finalization of CEA regulations and its notification in the gazette of India	I	I	I	I
Functional				
Conducting review meetings	I	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	I	A	I	I
Strategic leadership	I	I	NA	NA
Decision-making	I	A	NA	NA
Human resource management	I	A	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I



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Key Findings

Domain specific training related to techno-legal aspects is required for middle and senior level officers.

Office of Principal Chief Engineer - II (PCE-II)

The office is headed by Principal Chief Engineer-II and is responsible for IT & procurement and renovation & modernization/life extension for thermal projects.

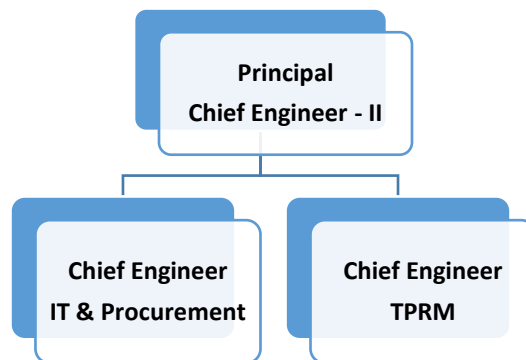
Cyber Security

PCE-II has an additional charge of looking at cyber security functions. Cyber security is responsible for implementation of cyber security related policies in Indian Power Sector including implementation of IT Security Standard ISO 27001:2005. The other key responsibilities carried out under cyber security are as:

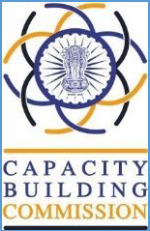
- Standard Operating Procedures (SOP) of Computer Security Incident Response Team (CSIRT) -Power, cyber forensic analysis, incidence response, firewall configuration, testing procedure for power system equipment, helpdesk of CSIRT-Power
- Alert and advisory compilation, cyber incidence follow-up
- Preparation of
 - Terms of Reference for CSIRT-POWER and PIB document
 - Reference cyber security architecture document
 - Asset register document, power sector criteria document, compliance of cyber security guidelines, cyber security regulations and framework
 - Document for embedded malware detection technique, SCM security framework
 - Cyber test-bed proposal
 - SOP for training, mock drill and hands-on-exercises
- Implementation of trusted vendor scheme in the power sector

The below organizational chart shows various divisions under PCE-II (Principal Chief Engineer-II):

Organizational Chart under PCE-II



The subsections below provide detailed information on each division's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required and the proficiency levels expected across various staff positions of the said division.



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Division 1: IT & Procurement Cell, Principal Chief Engineer - II

The key mandate entrusted with IT & Procurement cell is to develop & maintain IT Infrastructure in CEA.

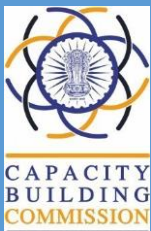
The roles/responsibilities of the division include:

- Design, development and maintenance of CEA Website & CEA Intranet
- Operation and maintenance of Information Management System (IMS) in CEA
- Implementation and monitoring of National Power Data Management System (NPDMS) for creating a common data hub for various power sector agencies in India, e.g. MoP, CEA, PFC, REC etc.
- Development and O&M of various application software in CEA
- Implementation of National Data Sharing and Accessibility (NDSAP) Policy for Indian Power Sector
- Works related to implementation of IT related policies made by GoI including transitioning to IPv6, preference to domestically manufactured electronic products, e-mail policy, etc.
- Procurement of goods and services related activity - all divisions including Administration place indent to this division for any goods or services required to be procured from Government e-Marketplace (GeM) like outsourcing staff/stationery/printing of reports etc. Goods and services are handed over to the respective division after procurement
- Coordination of Government e-Marketplace (GeM) related activities

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 73: IT & Procurement Cell, PCE-II: Competency assessment

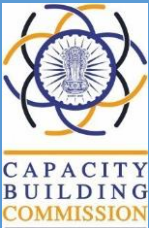
Position	Roles/ Responsibilities (IT & Procurement Cell)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> • Oversee overall administration of the division • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Development and O&M of various application software ○ Works related to implementation of IT related policies made by GoI including transition to IPv6, preference to domestically manufactured electronic products, e-mail policy etc. ○ Managing the procurement of goods and services from Government e-Marketplace (GeM) and related activities • Managing critical issues related to Information Management System (IMS) • Overseeing implementation and monitoring of National Power Data Management System (NPDMS) for creating a common data hub for various power sector agencies • Handle key personnel management issues • Publicize the achievements of the division at various internal and external forums • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS, RE related schemes etc.) • Know-how of IT tools and software for development of website and intranet • Know-how of various application software required for managing the operations in CEA including development and O&M of software • Works related to implementation of IT related policies made by GoI including transitioning to IPv6, preference to domestically manufactured electronic products, e-mail policy etc. • Regulations around procurement of goods and services from Government e-Marketplace (GeM) and related activities • Cyber hygiene, cyber security aspects • Process for management/disposal of references 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results 	



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Position	Roles/ Responsibilities (IT & Procurement Cell)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Director (D)	<ul style="list-style-type: none"> Coordinate and allocate work amongst staff for drafting, carrying out studies Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings/divisions of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> Development and O&M of various application software Works related to implementation of IT related policies made by Gol including transition to IPv6, preference to domestically manufactured electronic products, e-mail policy etc. Managing the procurement of good and services from Government e-Marketplace (GeM) and related activities Critical issues related to Information Management System (IMS) Review implementation and monitoring of National Power Data Management System (NPDMS) for creating a common data hub for various power sector agencies Contract management of IT services Handle grievances of the employees of the division and escalate if required Handle people management issues 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS, RE related schemes etc.) Know-how of IT tools and software for development of website and intranet Know-how of various application software required for managing the operations in CEA including development and O&M of software Works related to implementation of IT related policies made by Gol including transitioning to IPv6, preference to domestically manufactured electronic products, e-mail policy etc. Contract management of IT services Regulations around procurement of goods and services from Government e-Marketplace (GeM) and related activities Cyber hygiene, cyber security aspects Process for management/disposal of references 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management of related divisional works Compliance management Knowledge Management System including data gathering, information retrieval and collaboration Know-how of vigilance policies and procedures Grievance handling of employees People management issues 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Contributing to achieving measurable results under guidance Exhibit ethical behavior at all times Multi-tasking and time management skills Proactiveness in work management Problem solving ability 	



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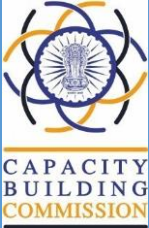
Position	Roles/ Responsibilities (IT & Procurement Cell)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> Carry out works related to: <ul style="list-style-type: none"> Development and O&M of various application software Works related to implementation of IT related policies made by Gol including transition to IPv6, preference to domestically manufactured electronic products, e-mail policy etc. Managing the procurement of good and services from Government e-Marketplace (GeM) and related activities Issues related to Information Management System (IMS) in CEA Implementation and monitoring of National Power Data Management System (NPDMS) for creating a common data hub for various power sector agencies Contract management of IT services Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Help in coordinating data/inputs from concerned agencies Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> Other divisions/wings of CEA Ministry of Power Standing Committee on Energy 	<ul style="list-style-type: none"> Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS, RE related schemes etc.) Knowledge of IT tools and software for development of website and intranet Knowledge of various application software required for managing the operations in CEA including development and O&M of software Works related to implementation of IT related policies made by Gol including transitioning to IPv6, preference to domestically manufactured electronic products, e-mail policy etc. Contract management related to IT services Regulations and processes for procurement of goods and services from Government e-Marketplace (GeM) and related activities Cyber hygiene, cyber security aspects Process for management/disposal of references 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	



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Position	Roles/ Responsibilities (IT & Procurement Cell)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Parliamentary Consultative Committee ● Review the minutes of meeting to be circulated for key meetings ● Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 				
Assistant Director (AD)	<ul style="list-style-type: none"> ● Carry out works related to: <ul style="list-style-type: none"> ○ Development and O&M of various application software ○ Works related to implementation of IT related policies made by GoI including transition to IPv6, preference to domestically manufactured electronic products, e-mail policy etc. ○ Managing the procurement of good and services from Government e-Marketplace (GeM) and related activities ○ Issues related to Information Management System (IMS) in CEA ● Implementation and monitoring of National Power Data Management System (NPDMS) for creating a common data hub for various power sector agencies ● Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters and stakeholder management ● Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy ● Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP 	<ul style="list-style-type: none"> ● Major Acts, Policies and Schemes related to the sector (Electricity Act 2003, National Electricity Policy, National Electricity Plan, National Tariff Policy, RDSS, RE related schemes etc.) ● Knowledge of IT tools and software for development of website and intranet ● Knowledge of various application software required for managing operations in CEA including development and O&M of software ● Database design ● Works related to implementation of IT related policies made by GoI including transitioning to IPv6, preference to domestically manufactured electronic products, e-mail policy etc. ● Regulations and processes around procurement of goods and services from Government e-Marketplace (GeM) and related activities ● Cyber hygiene, cyber security aspects ● Process for management/disposal of references 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	



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Position	Roles/ Responsibilities (IT & Procurement Cell)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	references, any other queries raised to the division				

Proficiency Assessment

Based on inputs gathered during interviews with IT & Procurement Cell officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 74: IT & Procurement Cell, PCE-II: Proficiency Assessment

Competency	CE	D	DD	AD
Domain				
Knowledge of various application software required for managing operations in CEA	A	I	I	B
IT related policies made by Gol including transitioning to IPv6, preference to domestically manufactured electronic products, e-mail policy etc.	I	I	I	B
Contract management of IT related services	I	I	I	B
Regulations and processes around procurement of goods and services from Government e-Marketplace (GeM)	A	I	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	B
Secretarial work	NA	NA	I	B
Data management and analysis	NA	NA	I	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	I	I	I	I
Strategic leadership	A	I	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	B	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I

Key Findings

The key findings based on interaction with division officials are as:

- Additional skill enhancement is required in database design, development in any full application stack, cyber hygiene and cyber security aspects
- Procurement and stores related rules and guidelines training may be imparted

Division 2: Thermal Project Renovation & Modernization (TPRM) Division, Principal Chief Engineer - II

The key mandate of the division is to monitor and coordinate Renovation & Modernization (R&M)/Life Extension (LE) of thermal projects. The division also provides inputs on preparation/review of R&M/LE guidelines.

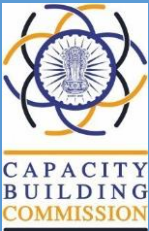
The other roles/responsibilities of the division include:

- Implementation of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO₂, NO_x and SPM compliance respectively
- Approval/review of feasibility reports of FGD as requested by CERC/SERC
- Updation of status of Key Performance Indicator (KPI) pertaining to flexible operation (55%) of thermal power plants in connection with vision documents of Sectoral Group of Secretaries (SGoS-3) and make generating units capable of 55% load operation as per the target of MOP (*National Priority*)
- Studies on flexible operation/ low load operation (40%)/ramping up/down of thermal generating units for lowering the technical limit without oil support for smooth integration of renewable generation (*Emerging Technology*)
- Preparation of flexible operation guidelines and analysis of cost parameters of low load operation (*Emerging Technology*)
- International cooperation in thermal generating units including implementation of MoU on "India - Japan Co-operation for study on efficiency and environmental improvement of coal fired power stations"

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 75: TPRM Division, PCE-II: Competency assessment

Position	Roles/ Responsibilities (TPRM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Chief Engineer (CE)	<ul style="list-style-type: none"> Oversee overall administration of the division Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> Other wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> Monitoring and coordination of implementation of R&M/LE of thermal projects Preparation/review of R&M/LE guidelines Implementation of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO₂, NO_x and SPM compliance respectively Status of Key Performance Indicator (KPI) pertaining to flexible operation (55%) of TPPs International cooperation with other countries operating at minimum technical limit lower than 40% Review/approval of feasibility reports of FGD as requested by CERC/SERC Provide inputs on studies carried out on flexible operation/ low load operation (40%)/ramping up/down of thermal generating units for lowering the technical 	<ul style="list-style-type: none"> Fundamentals of thermal power generation, operational characteristics, flexible power generation (NP) Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Mission on Use of Biomass in Thermal Power Plants etc.) Renovation & Modernization (R&M)/Life Extension (LE) guidelines Flexible operation guidelines and analysis of cost parameters of low load operation (ET) Know-how of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO₂, NO_x and SPM compliance (ET) Flexibilization of thermal plants: requirement, retrofitting, regulations and its financial impact on cost of power Flexible operation of super critical plants (ET) 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	



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Position	Roles/ Responsibilities (TPRM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>limit without oil support for smooth integration of renewable generation</p> <ul style="list-style-type: none"> • Handle key personnel management issues • Publicize the achievements of the division at various internal and external forums • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Director (D)	<ul style="list-style-type: none"> • Coordinate and allocate work amongst staff for drafting, carrying out studies • Allocate and oversee that timelines for the work allocations are being adhered to and escalate any issues in the tasks assigned • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings/divisions of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review proposals/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Monitoring and coordination of implementation of R&M/LE of thermal projects ○ Preparation/review of R&M/LE guidelines ○ Implementation of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO₂, NO_x and SPM compliance respectively ○ Status of Key Performance Indicator (KPI) pertaining to flexible operation (55%) of TPPs 	<ul style="list-style-type: none"> • Fundamentals of thermal power generation, operational characteristics, flexible power generation (NP) • Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Mission on Use of Biomass in Thermal Power Plants etc.) • Renovation & Modernization (R&M)/Life Extension (LE) guidelines • Flexible operation guidelines and analysis of cost parameters of low load operation (ET) • Know-how of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO₂, NO_x and SPM compliance (ET) • Flexibilization of thermal plants: requirement, retrofitting, regulations and its financial impact on cost of power • Flexible operation of super critical plants (ET) 	<ul style="list-style-type: none"> • Review policies, proposals, reports, note sheet • Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Proactiveness in work management • Problem solving ability 	

Position	Roles/ Responsibilities (TPRM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Review/inputs on feasibility reports of FGD as requested by CERC/SERC Inputs on studies carried out on flexible operation/low load operation (40%)/ramping up/down of thermal generating units for lowering the technical limit without oil support for smooth integration of renewable generation Handle grievances of the employees of the division and escalate if required Handle people management issues Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 				
Deputy Director (DD)	<ul style="list-style-type: none"> Preparation of reports/proposals related to: <ul style="list-style-type: none"> Monitoring and coordination of implementation of R&M/LE of thermal projects Preparation/review of R&M/LE guidelines Implementation of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO₂, NO_x and SPM compliance respectively Status of Key Performance Indicator (KPI) pertaining to flexible operation (55%) of TPPs Preparation of quarterly review report on R&M /LE of thermal projects Inputs on feasibility reports of FGD as requested by CERC/SERC Carry out studies on flexible operation/low load operation (40%)/ramping up/down of thermal generating units for lowering the 	<ul style="list-style-type: none"> Fundamentals of thermal power generation, operational characteristics, flexible power generation (NP) Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Mission on Use of Biomass in Thermal Power Plants etc.) Renovation & Modernization (R&M)/Life Extension (LE) guidelines Flexible operation guidelines and analysis of cost parameters of low load operation (ET) Know-how of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO₂, NO_x and SPM compliance (ET) Flexibilization of thermal plants: requirement, retrofitting, regulations 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	

Position	Roles/ Responsibilities (TPRM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>technical limit without oil support for smooth integration of renewable generation</p> <ul style="list-style-type: none"> Projecting year-wise gypsum production from thermal power plants and creating web portal of FGD gypsum to deal with matters of circular economy in gypsum Drafting circulars/OM/sanction order/note sheets, response to parliamentary questions for matters including policy level amendments, budgetary allocations, processing claims and releases and send across the hierarchy to the next level Help in coordinating data/inputs from concerned agencies Drafting letters/circulars/OM/note sheets for stakeholder management and coordination with: <ul style="list-style-type: none"> Other divisions/wings of CEA Ministry of Power Standing Committee on Energy Parliamentary Consultative Committee Review the minutes of meeting to be circulated for key meetings 	<p>and its financial impact on cost of power</p>			
Assistant Director (AD)	<ul style="list-style-type: none"> Preparation of reports/proposals related to: <ul style="list-style-type: none"> Monitoring and coordination of implementation of R&M/LE of thermal projects Preparation/review of R&M/LE guidelines Implementation of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO₂, Nox and SPM compliance respectively 	<ul style="list-style-type: none"> Fundamentals of thermal power generation, operational characteristics, flexible power generation (NP) Major Acts, Policies and Schemes (National Electricity Policy, National Electricity Plan, National Tariff Policy, National Mission on Use of Biomass in Thermal Power Plants etc.) Renovation & Modernization (R&M)/Life Extension (LE) guidelines 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills 	

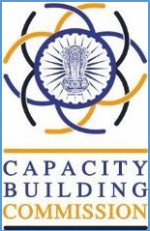
Position	Roles/ Responsibilities (TPRM)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Status of Key Performance Indicator (KPI) pertaining to flexible operation (55%) of TPPs • Preparation of quarterly review report on R&M /LE of thermal projects • Inputs on feasibility reports of FGD as requested by CERC/SERC • Carry out studies on flexible operation/low load operation (40%)/ramping up/down of thermal generating units • Projecting year-wise gypsum production from thermal power plants and creating web portal of FGD gypsum to deal with matters of circular economy in gypsum • Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters and stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> • Flexible operation guidelines and analysis of cost parameters of low load operation (ET) • Know-how of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO₂, NO_x and SPM compliance (ET) • Flexibilization of thermal plants: requirement, retrofitting, regulations and its financial impact on cost of power 	<ul style="list-style-type: none"> grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Time management • Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with TPRM officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 76: TPRM Division, PCE-II: Proficiency assessment

Competency	CE	D	DD	AD
Domain				
Fundamentals of thermal power generation, operational characteristics, flexible power generation	I	A	I	I
Renovation & Modernization (R&M)/Life Extension (LE) guidelines	I	A	I	B
Know-how of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO ₂ , NO _x and SPM compliance	I	A	I	I
Flexible operation guidelines and analysis of cost parameters of low load operation	I	A	I	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	A	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	I	I
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	I	I
Documentation tasks	NA	NA	I	I
Behavioral				
Communication Skills	I	A	I	I
Strategic leadership	I	A	NA	NA
Decision-making	I	A	NA	NA
Human resource management	I	A	NA	NA
Negotiation skills	I	A	NA	NA
Adaptability	NA	NA	I	I
Teamwork	NA	NA	I	I
Positive attitude	NA	NA	I	I
Performance management	NA	NA	I	I
Problem solving	NA	NA	I	I



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Key Findings

The key findings based on interaction with division officials are as below.

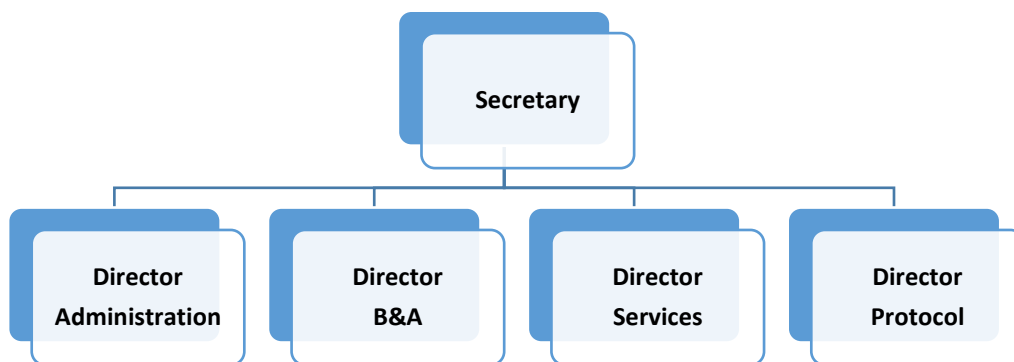
- Field visits to thermal power plants and FGD implementation during testing and annual overhaul
- 500 MW/660 MW Thermal Simulator training
- Simulator training for super critical operations and 40% load
- Plant visits in foreign countries which are operating at less than 40% minimum technical load such as Germany which has thermal plants at 30-35% and Japan at ~20-25%

Office of the Secretary

The Secretary (CEA) is appointed by the Authority with the approval of the Government of India and assists the Authority in discharge of CEA's statutory functions. The Secretary also assists the Chairperson (CEA) in all matters pertaining to administration and technical matters including planning of budget and expenditure control etc.

The below organizational chart shows various divisions of the Office of Secretary.

Organizational Chart of Office of the Secretary

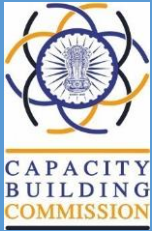


The subsections below provide detailed information on each division's mandate, roles and responsibilities allocated amongst the staff positions, corresponding competencies required, and the proficiency levels expected across various staff positions of the said division.

Division 1: Administration, Office of the Secretary

The mandate of the division is to ensure overall administrative functions of CEA. The major roles/responsibilities of the division include:

- Overseeing service matters including pay fixation, allowances, employee benefits etc.
- Transfer/posting in different divisions at the headquarters and between sub-offices and headquarters
- Creation of profiles, update details etc. in respect of maintaining e-HRMS 2.0 portal for CPES & non-CPES officers
- Update & issuance of seniority list of CPES officers at CE, Director, Deputy Director & Assistant Directors I/II level
- Maintaining/scrutinizing records of APAR & AIPR and vigilance clearance for cases related to DPC proposals, Leaves, NOC for private passports etc.
- Handling of legal/court cases related to administrative matters
- Regular assessment of the Recruitment Rules (RRs) for the CPES & non-CPES cadre
- Approvals in respect of Leave Travel Concession (LTC), CGHS (Central Government Health Scheme) membership, allotment of housing under GPRA through Directorate of Estates etc.
- Approvals regarding application for deputation submitted by CPES officers



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- Disciplinary action/findings from the Internal Complaints Committee (ICC) report on incidents pertaining to workplace harassment against women
- Overseeing the Annual Performance Assessment Report (APAR) process
- Overseeing reports related to Citizen Charter (*Citizen Centricity*)

The division has four sections, namely:

1. Admin I
2. Admin II
3. APAR
4. Coordination

Admin I, Admin II, APAR and Coordination report to DD (Personnel). IFD and Pension report to DD (IFD & Pension).

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 77: Administration, Office of the Secretary: Competency assessment

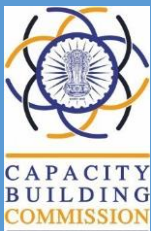
Position	Roles/ Responsibilities (Administration)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director	<ul style="list-style-type: none"> • Overseeing administration and management of CEA matters including appointment/extension/verification/clearance/promotion/confirmation/resignation and VRS cases for the following: <ul style="list-style-type: none"> ○ CPES (Group A & Group B Posts) including Senior level posts under Central Staffing Scheme (CSS),and Ex-Cadre posts. ○ Centralized grades of CSS i.e. US, DS, Director ○ Cadre of CSS, CSSS and CSCS ○ Different grades belonging to Group C ○ Personnel establishment • Overseeing reports regarding: <ul style="list-style-type: none"> ○ Allocation of work ○ Cadre review/ Staff Inspection Unit ○ Service matters including pay fixation allowances, leave, joining time, pension, advance grants ○ Citizen Charter • Reviewing files/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Cases maturing for grant of financial upgradation under the Assured Career Progression Scheme for consideration of the Screening Committee ○ Cases under FR 56j / Rule 48 CCS Pension Rules 	<ul style="list-style-type: none"> • Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of transfer and posting guidelines, deputation, pension rules • Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement • Performance management • Legal laws and regulations, legal compliance, disciplinary actions, dispute resolution and legal representation related to pension, sexual complaints, grant of financial upgradation • Procedures and policy for Grant of Honorarium • Process for management/disposal of references • Guidelines/process for preparation of Citizen Charter (CC) 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results



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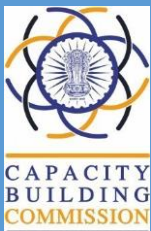
Position	Roles/ Responsibilities (Administration)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Complaints of sexual harassment and assisting Internal Complaints Committee (ICC) ● Overseeing implementation, administration, monitoring for the following: <ul style="list-style-type: none"> ○ Optimization Scheme ○ DoPT's orders regarding restructuring of the Central Staffing Scheme (CSS) ● Reviewing and approving proposal for: <ul style="list-style-type: none"> ○ Grant of honorarium ● Overseeing VIP references 			
US/DD	<ul style="list-style-type: none"> ● Reviewing CEA administration files including appointment/ extension/ verification/ clearance/ promotion/ confirmation/ resignation and VRS matters for the following: <ul style="list-style-type: none"> ○ CPES (Group A & Group B Posts) including Senior level posts under Central Staffing Scheme (CSS), and Ex-Cadre posts. ○ Centralized grades of CSS i.e. US, DS, Director ○ Cadre of CSS, CSSS and CSCS ○ Different grades belonging to Group D ○ Personnel establishment ● Reviewing/inputs on reports regarding: <ul style="list-style-type: none"> ○ Allocation of work ○ Cadre review/ Staff Inspection Unit ○ Service matters including pay fixation allowances, leave, joining time, LTC, pension, advance grants ○ Citizen Charter ● Reviewing files/letters for matters pertaining to: 	<ul style="list-style-type: none"> ● Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of transfer and posting guidelines, deputation, pension rules ● Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement ● Legal laws and regulations, legal compliance, disciplinary actions, dispute resolution and legal representation related to pension, sexual complaints, grant of financial upgradation ● Procedures and policy for Grant of Honorarium ● Process for management/disposal of references ● Guidelines/process for preparation of Citizen Charter (CC) 	<ul style="list-style-type: none"> ● Review policies, proposals, reports, note sheet ● Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting ● File management using One Drive, E-office ● Coordination and logistics management skills ● Planning, monitoring and project management of related divisional works ● Compliance management ● Knowledge Management System including data gathering, information retrieval and collaboration ● Know-how of vigilance policies and procedures ● Grievance handling of employees ● People management issues 	<ul style="list-style-type: none"> ● Supporting role in strategic leadership skills to provide direction ● Decision-making support ● Strong collaboration and teamwork ● Public speaking skills ● Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback ● Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation ● Contributing to achieving measurable results under guidance ● Exhibit ethical behavior at all times ● Multi-tasking and time management skills ● Proactiveness in work management ● Problem solving ability



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Position	Roles/ Responsibilities (Administration)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Cases maturing for grant of financial upgradation under the Assured Career Progression Scheme, for consideration of the Screening Committee ○ Cases under FR 56j / Rule 48 CCS Pension Rules ○ Complaints of sexual harassment and assisting Internal Complaints Committee (ICC) ● Implementation, administration and monitoring of the following: <ul style="list-style-type: none"> ○ Optimization Scheme ○ DoPT's orders regarding restructuring of the CSS ● Reviewing proposal for: <ul style="list-style-type: none"> ○ Grant of honorarium ● Reviewing responses for VIP references 			
SO/AD	<ul style="list-style-type: none"> ● Drafting circulars/OM/sanction order/note sheets for administration and management of CEA matters including appointment/extension/verification/clearance/promotion/confirmation/resignation and VRS cases for the following: <ul style="list-style-type: none"> ○ CPES (Group A & Group B Posts) including Senior level posts under Central Staffing Scheme (CSS), and Ex-cadre posts ○ Centralized grades of CSS i.e. US, DS, Director ○ Cadre of CSS, CSSS and CSCS ○ Different grades belonging to Group D ○ Personnel establishment 	<ul style="list-style-type: none"> ● Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service-related matters, including understanding of transfer and posting guidelines, deputation, pension rules ● Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement ● Legal laws and regulations, legal compliance, disciplinary actions, dispute resolution and legal representation related to pension, sexual complaints, grant of financial upgradation 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● Data management and analysis 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking



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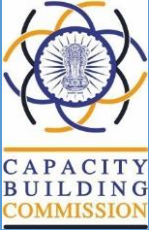
Position	Roles/ Responsibilities (Administration)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> • Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters and stakeholder management • Preparing reports regarding: <ul style="list-style-type: none"> ○ Allocation of work ○ Cadre review/ Staff Inspection Unit ○ Service matters including pay fixation allowances, leave, joining time, LTC, pension, advance grants ○ Citizen Charter • Drafting files/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Cases maturing for grant of financial upgradation under the Assured Career Progression Scheme for consideration of the Screening Committee ○ Cases under FR 56j/Rule 48 CCS Pension Rules ○ Complaints of sexual harassment and assisting Internal Complaints Committee (ICC) • Drafting proposal for: <ul style="list-style-type: none"> ○ Grant of honorarium • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> • Procedures and policy for Grant of Honorarium • Process for management/disposal of references • Guidelines/ process for preparation of Citizen Charter (CC) 		
ASO	<ul style="list-style-type: none"> • Drafting circulars/OM/sanction order/note sheets for administration and management of CEA matters including 	<ul style="list-style-type: none"> • Broad level establishment matters of Ministry of Personnel for carrying HR administrative functions and service- 	<ul style="list-style-type: none"> • Documentation including preparing note sheets, briefs, minutes of meetings for high level 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork



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Position	Roles/ Responsibilities (Administration)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>appointment/extension/verification/clearance/promotion/confirmation/resignation and VRS cases for the following:</p> <ul style="list-style-type: none"> ○ CPES (Group A & Group B Posts) including Senior level posts under Central Staffing Scheme (CSS),and Ex-cadre posts. ○ Centralized grades of CSS i.e. US, DS, Director ○ Cadre of CSS, CSSS and CSCS ○ Different grades belonging to Group D ○ Personnel establishment <ul style="list-style-type: none"> • Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters and stakeholder management • Preparing reports regarding: <ul style="list-style-type: none"> ○ Allocation of work ○ Cadre review/ Staff Inspection Unit ○ Service matters including pay fixation allowances, leave, joining time, LTC, pension, advance grants ○ Citizen Charter • Drafting files/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Cases maturing for grant of financial upgradation under the Assured Career Progression Scheme for consideration of the Screening Committee ○ Cases under FR 56j/Rule 48 CCS Pension Rules 	<p>related matters, including understanding of transfer and posting guidelines, deputation, pension rules</p> <ul style="list-style-type: none"> • Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement • Legal laws and regulations, legal compliance, disciplinary actions, dispute resolution and legal representation relating with pension, sexual complaints, grant of financial upgradation • Procedures and policy for Grant of Honorarium • Process for management/disposal of references • Guidelines/process for preparation of Citizen Charter (CC) 	<p>meetings, official circular, memorandum, etc.</p> <ul style="list-style-type: none"> • Data management and analysis including budget preparation • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • File Management using One Drive 	<ul style="list-style-type: none"> • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking



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Position	Roles/ Responsibilities (Administration)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Complaints of sexual harassment and assisting Internal Complaints Committee (ICC) • Drafting proposal for: <ul style="list-style-type: none"> ○ Grant of honorarium • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 			

Proficiency Assessment

Based on inputs gathered during interviews with Administration officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 78: Administration, Office of the Secretary: Proficiency assessment

Competency	Dir	US/DD	SO/AD	ASO
Domain				
Human Resource Management	I	I	I	B
Establishment and service-related matters	B	B	B	B
Legal regulations and compliance related to disciplinary actions, dispute resolution, pension, sexual complaints, grant of financial upgradation etc.	B	B	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	B	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	I	I	I	B
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Key Findings

The key findings based on interaction with officials are as below.

- All non-CPES officials have a training calendar laid out by DoPT; they may also undertake extra training on identified functional and behavioural skills
- Behavioural skills they wished to enhance included - leadership, administrative and communication skills

Division 2: Budget & Accounts (B&A), Office of the Secretary

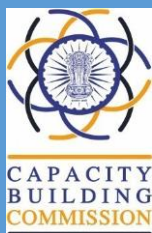
The mandate of the division is preparation of the annual budget and processing and disbursement of pay and allowances, leave travel concession (LTC), General Provident Fund (GPF), medical and other miscellaneous bills. The division has following sections, namely:

1. Budget Section
2. Accounts Section
3. Cash-I Section
4. Cash-II Section
5. Internal Financial Department (IFD)
6. Pension

The division ensures fiscal management through financial planning, allocation and budgeting in discussion with all concerned stakeholders.

The segregation of the roles & responsibilities amongst the various sections of Budget & Accounts is as:

- Budget Section
 - Appraising financial requirements considering fiscal prudence and cost management principles
 - Budget planning and preparation, allocation and resource management
 - Revision of budgetary estimates, tracking of actual costs, ensuring budgetary controls
 - Preparation of annual budget and overall accounting
 - Proposal for allocation of grants to various
 - Processing and disbursement of consultancy bills
 - Matters related to Government Loans
 - Clearing of audit objections related to Budget
 - Finalisation of appropriation accounts in respect of sub-offices of CEA
 - Coordination of budgetary matters of subordinate offices with that in CEA HQ
 - Compilation of performance report for the previous financial year in respect of CEA HQ, subordinate offices and submission of the same to Pay Research Unit, Ministry of Finance in the next financial year



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- Accounts Section
 - Processing and disbursement of medical bills, GPF related matters
 - Maintenance of accounts including accounting, calculating, processing and managing bills/claims related to medical and GPF
- Cash – I
 - Processing and disbursement of Pay and Allowances, leave travel concession (LTC)
 - Processing of deductions made from salary (income tax, provident fund) and depositing them with statutory authorities
 - Managing and processing LTC claims
 - Maintenance of accounts associated with Salaries, Provident Fund, long term advances, etc.
 - Issuance of TDS certificate
- Cash – II
 - Processing and disbursement of contingent bills, other miscellaneous bills
 - Maintenance of accounts including accounting, calculating, processing and managing miscellaneous bills/claims
- IFD
 - Analysis of following proposals received from divisions/sections/sub-offices of CEA in compliance with various GFR/DoE/MEA rules/delegation of financial powers/GeM/latest manual for procurement of goods, works, consultancy/other orders
 - Procurement of goods & services for office use
 - AMC proposals/loss of items/disposal of items/laptop retention cases etc.
 - Proposals regarding payment of bills in respect of telephone, newspapers, fee to government counsels fighting cases in various courts on behalf of CEA/MoP
 - Proposals related to salary of outsourced staff (skilled/unskilled) and consultants
 - Proposals of foreign tours undertaken by CEA officers
- Pension
 - Processing of pension related bills and claims
 - Grant of pension/family pension and gratuity to employees of CEA, HQ in accordance with CCS (Pension) Rules 2021 and CCS (Implementation of NPS) Rules 2021 and revision/updation of pre-revised pensions
 - Payment of Central Government Employees Group Insurance Scheme (CGEGIS) to retired officers and officials
 - Court cases filed by Pensioners and payment of fees to government counsels from defending court cases on behalf of CEA/MoP
 - Audit related matters

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 79: Budget & Accounts, Office of the Secretary: Competency assessment

Position	Roles/ Responsibilities (Budget & Accounts)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
Director (D)	<ul style="list-style-type: none"> Overseeing administrative matters including forecasting, allocation, vetting and approval of: <ul style="list-style-type: none"> Annual budget Revision of budgetary estimates, tracking of actual costs, ensuring budgetary controls Other budget related matters Overseeing stakeholder management and coordination with: <ul style="list-style-type: none"> Parliamentary Standing Committee on Energy Overseeing and approving files related to: <ul style="list-style-type: none"> Bills of all officers and staff Disbursement of Pay & Allowances Travel allowance, LTC claims, medical bills Overseeing, processing of the following: <ul style="list-style-type: none"> Calculation and deduction of Income Tax at source Issuance of TDS Certificates Overseeing files regarding: <ul style="list-style-type: none"> Maintenance of accounts of General Provident Fund (GPF) Bills and maintenance of accounts of long-term advances Internal Finance Division and Pension Approvals of foreign tours 	<ul style="list-style-type: none"> Budget planning and preparation, allocation and resource management Budgetary policies and guidelines Financial norms and regulations Strategic Cost management Fiscal prudence and governance Government payroll rules, procedures, guidelines and compliance Maintenance of accounts including accounting, calculating, processing and managing bills/claims related to salaries, LTC claims, medical, GPF, miscellaneous bills etc. Disbursement guidelines and process Guidelines for managing General Provident Funds (GPF) Process for issuing TDS certificate Pension and gratuity rules 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results 	
DD	<ul style="list-style-type: none"> Reviewing administrative matters including forecasting, allocation, vetting and approval of: <ul style="list-style-type: none"> Annual budget Revision of budgetary estimates, tracking of actual costs, ensuring budgetary controls 	<ul style="list-style-type: none"> Budget planning and preparation, allocation and resource management Budgetary policies and guidelines Financial norms and regulations Strategic Cost management Fiscal prudence and governance 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork 	



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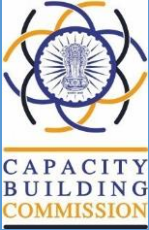
Position	Roles/ Responsibilities (Budget & Accounts)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Other budget related matters ● Administering stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Parliamentary Standing Committee on Energy ● Reviewing files related to: <ul style="list-style-type: none"> ○ Bills of all officers and staff ○ Disbursement of Pay & Allowances ○ Travel allowance, LTC claims, medical bills ● Reviewing processing of the following: <ul style="list-style-type: none"> ○ Calculation and deduction of Income Tax at source ○ Issuance of TDS Certificates ● Overseeing files regarding: <ul style="list-style-type: none"> ○ Maintenance of accounts of General Provident Funds (GPF) ○ Bills and maintenance of accounts of long-term advances ○ Internal Finance Division and Pension ○ Audit related matters 	<ul style="list-style-type: none"> ● Government payroll rules, procedures, guidelines and compliance ● Maintenance of accounts including accounting, calculating, processing and managing bills/claims related to salaries, LTC claims, medical, GPF, miscellaneous bills etc. ● Disbursement guidelines and process ● Guidelines for managing General Provident Funds (GPF) ● Process for issuing TDS certificate ● Pension and gratuity rules 	<ul style="list-style-type: none"> ● operational expenditure, financial reporting ● File management using One Drive, E-office ● Coordination and logistics management skills ● Planning, monitoring and project management of related divisional works ● Compliance management ● Knowledge Management System including data gathering, information retrieval and collaboration ● Know-how of vigilance policies and procedures ● Grievance handling of employees ● People management issues 	<ul style="list-style-type: none"> ● Public speaking skills ● Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback ● Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation ● Contributing to achieving measurable results under guidance ● Exhibit ethical behavior at all times ● Multi-tasking and time management skills ● Proactiveness in work management ● Problem solving ability
SO/AD	<ul style="list-style-type: none"> ● Drafting circulars/OM/sanction order/note sheet files for administrative matters including forecasting, allocation, vetting and approval of: <ul style="list-style-type: none"> ○ Annual budget ○ Revision of budgetary estimates, tracking of actual costs, ensuring budgetary controls ○ Other budget related matters ● Drafting sanction order/note sheets related to: <ul style="list-style-type: none"> ○ Bills of all officers and staff ○ Disbursement of Pay & Allowances ○ Travel allowance, LTC claims, medical bills ● Reviewing and checking, processing of the following: 	<ul style="list-style-type: none"> ● Budget planning and preparation, allocation and resource management ● Budgetary policies and guidelines ● Financial norms and regulations ● Strategic Cost management ● Fiscal prudence and governance ● Government payroll rules, procedures, guidelines and compliance ● Maintenance of accounts including accounting, calculating, processing and managing bills/claims related to salaries, LTC claims, medical, GPF, miscellaneous bills etc. ● Disbursement guidelines and process 	<ul style="list-style-type: none"> ● Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. ● File Management using One Drive ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking



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Position	Roles/ Responsibilities (Budget & Accounts)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> ○ Calculation and deduction of Income Tax at source ○ Issuance of TDS certificates ● Processing files regarding: <ul style="list-style-type: none"> ○ Maintenance of accounts of General Provident Funds and preparation of related bills ○ Bills and maintenance of accounts of long-term advances ○ Various financial proposals ○ Pension and gratuity matters 	<ul style="list-style-type: none"> ● Guidelines for managing General Provident Funds (GPF) ● Process for issuing TDS certificate ● Pension and gratuity rules ● Know-how of Central Government Employees Group Insurance Scheme (CGEGIS) 	<ul style="list-style-type: none"> ● Grievance process ● Data management and analysis 		
ASO	<ul style="list-style-type: none"> ● Drafting circulars/OM/sanction order/note sheet files for administrative matters including forecasting, allocation, vetting and approval of: <ul style="list-style-type: none"> ○ Annual budget ○ Revision of budgetary estimates, tracking of actual costs, ensuring budgetary controls ○ Other budget related matters ● Drafting sanction order/note sheets related to: <ul style="list-style-type: none"> ○ Bills of all officers and staff ○ Disbursement of Pay & Allowances ○ Travel allowance, LTC claims, medical bills ● Drafting letters/files for processing of the following: <ul style="list-style-type: none"> ○ Calculation and deduction of Income Tax at source ○ Issuance of TDS Certificates ● Drafting letters/files regarding: <ul style="list-style-type: none"> ○ Maintenance of accounts of General Provident Fund and preparation of related bills ○ Bills and maintenance of accounts of long-term advances 	<ul style="list-style-type: none"> ● Budget planning and preparation, allocation and resource management ● Budgetary policies and guidelines ● Financial norms and regulations ● Strategic cost management ● Fiscal prudence and governance ● Government payroll rules, procedures, guidelines and compliance ● Maintenance of accounts including accounting, calculating, processing and managing bills/claims related to salaries, LTC claims, medical, GPF, miscellaneous bills etc. ● Disbursement guidelines and process ● Guidelines for managing General Provident Funds (GPF) ● Process for issuing TDS certificate ● Pension and gratuity rules ● Know-how of Central Government Employees Group Insurance Scheme (CGEGIS) 	<ul style="list-style-type: none"> ● Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. ● Data management and analysis including budget preparation ● Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. ● Knowledge of office procedures, code of conduct etc. ● Know-how of vigilance policies and procedures ● Grievance process ● File Management using One Drive 	<ul style="list-style-type: none"> ● Ability to adapt to a changing environment ● Collaborative teamwork ● Positive and constructive mindset ● Effective problem-solving ● Performance management ● Effective Communication ● Exhibit ethical behavior at all times ● Interpersonal skills ● Time management ● Analytical thinking 	



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Position	Roles/ Responsibilities (Budget & Accounts)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">○ Various financial proposals○ Pension and gratuity matters				

Proficiency Assessment

Based on inputs gathered during interviews with B&A officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 80: Budget & Accounts, Office of the Secretary: Proficiency assessment

Competency	Dir	DD	SO/AD	ASO
Domain				
Budget planning and preparation, allocation and management	A	A	I	I
Financial norms and regulations	A	A	I	B
Strategic Cost management	I	I	B	B
Government payroll rules, procedures, guidelines and compliance	A	A	I	I
Maintenance of accounts including accounting, calculating, processing and managing bills/claims related to salaries, LTC claims, medical, GPF, miscellaneous bills etc.	A	A	I	I
Pension, gratuity and group insurance rules	A	A	I	I
Functional				
Conducting review meetings	A	A	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	I	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	I	NA	NA
Knowledge Management System	NA	I	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	A	A	I	B
Strategic leadership	I	I	NA	NA
Decision-making	A	A	NA	NA
Human resource management	A	A	NA	NA
Negotiation skills	I	I	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B

Competency	Dir	DD	SO/AD	ASO
Problem solving	NA	NA	B	B

Key Findings

The key findings based on interaction with officials are as below.

- Officials wanted to upskill themselves with courses on budgeting and re-appropriation ways, financial management, fund allocation & monitoring
- All non-CPES officials have a training calendar laid out by DoPT; they may also undertake extra training on identified functional and behavioural skills

Division 3: Services, Office of the Secretary

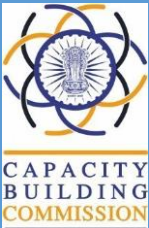
The mandate of the division is to provide assistance for various technical and general services. Technical services (TS) include services related to installation and O&M of Electronic Private Automatic Branch Exchange (EPABX) system, photocopy machines, franking machine, DG set, A/C units, dish TV units, water coolers, biometric units etc. EPABX is a private telephone network used by the organization.

General services (GS) include services related to procurement and disbursement of general consumable items like stationery items, printers, crockery etc. and distribution of the same as per the entitlement of the officers. GS also includes providing services like renewal of I-card, maintenance of furniture items and other accessories etc. The section also manages matters related to the engagement of contractual staff.

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 81: Services, Office of the Secretary: Competency assessment

Position	Roles/ Responsibilities (Services)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director (D)	<ul style="list-style-type: none"> Oversee administrative matters including procurement and approval of: <ul style="list-style-type: none"> Various technical services Procurement and disbursement of general consumable items Issues related to the installation & maintenance of EPABX, photocopy machines, franking machine, DG set, A/C units, dish TV units, water coolers, biometric units etc. Oversee stakeholder management and coordination with other divisions of CEA/MoP Handle key personnel management issues Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> Administration planning and general management including vendor and facility management Procurement and disbursement guidelines for various consumable items for government staff Engagement of contractual staff and matters related to them 	<ul style="list-style-type: none"> Administer and oversee the operations of the division Key personnel management issues Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work Review policies, proposals, reports, note sheet Attend all key meetings at internal and external forums with due preparedness Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting Planning, monitoring and project management of related divisional works Know-how of vigilance policies and procedures Risk management and compliance Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Motivate employees to work towards organizational goals Public speaking skills Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Exhibit ethical behavior at all times Multi-tasking and time management skills Focus on achieving measurable results
DD/US	<ul style="list-style-type: none"> Review and inputs on proposals/letters for matters pertaining to: <ul style="list-style-type: none"> Various technical services Procurement and disbursement of general consumable items Issues related to the installation & maintenance of EPABX, photocopy 	<ul style="list-style-type: none"> Administration planning and general management including vendor and facility management 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Public speaking skills

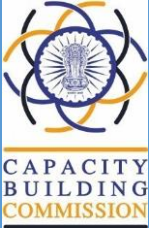


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Position	Roles/ Responsibilities (Services)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<p>machines, franking machine, DG set, A/C units, dish TV units, water coolers, biometric units etc.</p> <ul style="list-style-type: none"> • Coordinating inputs from concerned agencies • Handle grievances of the employees of the division and escalate if required • Handle people management issues • Review the minutes of meeting to be circulated for key meetings • Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 	<ul style="list-style-type: none"> • Procurement and disbursement guidelines for various consumable items for government staff • Engagement of contractual staff and matters related to them 	<ul style="list-style-type: none"> • File management using One Drive, E-office • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Proactiveness in work management • Problem solving ability 	

Position	Roles/ Responsibilities (Services)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
AD	<ul style="list-style-type: none"> Preparation of reports/proposals related to: <ul style="list-style-type: none"> Various technical services Procurement and disbursement of general consumable items Issues related to the installation & maintenance of EPABX, photocopy machines, franking machine, DG set, A/C units, dish TV units, water coolers, biometric units etc. Drafting circulars/OM/sanction order/note sheet for policy matter files related to various administrative matters and stakeholder management Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> Administration planning and general management including vendor and facility management Procurement and disbursement guidelines for various consumable items for government staff Engagement of contractual staff and matters related to them 	<ul style="list-style-type: none"> Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. File Management using One Drive Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process Data management and analysis 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking
ASO	<ul style="list-style-type: none"> Preparation of reports/proposals related to: <ul style="list-style-type: none"> Various technical services Procurement and disbursement of general consumable items Issues related to the installation & maintenance of EPABX, photocopy machines, franking machine, DG set, A/C units, dish TV units, water coolers, biometric units etc. Drafting circulars/OM/sanction order/note sheet for policy matter files related to various administrative matters and stakeholder management Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy 	<ul style="list-style-type: none"> Administration planning and general management including vendor and facility management Procurement and disbursement guidelines for various consumable items for government staff 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking



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Position	Roles/ Responsibilities (Services)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none">Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division		<ul style="list-style-type: none">Grievance processFile Management using One Drive		

Proficiency Assessment

Based on inputs gathered during interviews with Services officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 82: Services, Office of the Secretary: Proficiency assessment

Competency	D	DD/US	AD/SO	ASO
Domain				
Administration planning and general management including vendor and facility management	I	I	B	B
Procurement and disbursement guidelines for various consumable items for government staff	I	I	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	I	I	B	B
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B

Key Findings

The key findings based on interaction with officials are as below.

- Noting and drafting are key skills for the division
- Know-how of procurement and disbursement guidelines for various consumable items for government staff is an essential pre-requisite
- All non-CPES officials have a training calendar laid out by DoPT; they may also undertake extra training on identified functional and behavioural skills
- Skills they wished to enhance included – administrative management and communication skills

Division 4: Protocol, Office of the Secretary

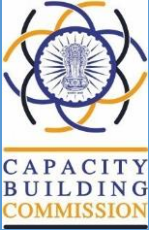
The division handles protocol related matters for the organization. The major roles/responsibilities of the division include overseeing/managing the following:

- Estate matters
- Protocol duties
- Logistics arrangements for senior officials
- Ticket booking services including arrangement for local transportation for training and other visits
- Arrangements for official functions in and outside CEA office

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 83: Protocol , Office of the Secretary: Competency assessment

Position	Roles/ Responsibilities (Protocol)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director (D)	<ul style="list-style-type: none"> • Oversee administrative matters including concurrence, approval of finance, approval of claims and releases for the following: <ul style="list-style-type: none"> ○ Estate matters ○ Protocol duties ○ Logistics arrangements for senior officials ○ Ticket booking services including arrangement for local transportation for training and other visits ○ Arrangements for official functions in and outside CEA office • Oversee stakeholder management and coordination with other divisions of CEA/MoP • Handle key personnel management issues • Oversee parliamentary matters and assurances, RTI matters, PMO/VIP references 	<ul style="list-style-type: none"> • Estate matters rules, provisions and guidelines, related to office establishment and official residence • SOP for protocol duties • Administration planning and general management including vendor and facility management 	<ul style="list-style-type: none"> • Administer and oversee the operations of the division • Key personnel management issues • Conduct review meetings for monitoring and evaluation of publications, projects, proposals and departmental work • Review policies, proposals, reports, note sheet • Attend all key meetings at internal and external forums with due preparedness • Provide guidance and review budgetary matters including budget planning, capital and operational expenditure, financial reporting • Planning, monitoring and project management of related divisional works • Know-how of vigilance policies and procedures • Risk management and compliance • Oversee parliamentary matters and assurances concerning the division 	<ul style="list-style-type: none"> • Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Motivate employees to work towards organizational goals • Public speaking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Focus on achieving measurable results
US	<ul style="list-style-type: none"> • Review and inputs on proposals/letters for matters pertaining to: <ul style="list-style-type: none"> ○ Estate matters ○ Protocol duties ○ Logistics arrangements for senior officials ○ Ticket booking services including arrangement for local transportation for training and other visits 	<ul style="list-style-type: none"> • Estate matters rules, provisions and guidelines, related to office establishment and official residence • SOP for protocol duties • Administration planning and general management including vendor and facility management 	<ul style="list-style-type: none"> • Review policies, proposals, reports, note sheet • Assist and guide preparation of budgetary matters including budget planning, capital and operational expenditure, financial reporting • File management using One Drive, E-office 	<ul style="list-style-type: none"> • Supporting role in strategic leadership skills to provide direction • Decision-making support • Strong collaboration and teamwork • Public speaking skills



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Position	Roles/ Responsibilities (Protocol)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> ○ Arrangements for official functions in and outside CEA office • Coordinating inputs from concerned agencies • Review the minutes of meeting to be circulated for key meetings • Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/ VIP references 		<ul style="list-style-type: none"> • Coordination and logistics management skills • Planning, monitoring and project management of related divisional works • Compliance management • Knowledge Management System including data gathering, information retrieval and collaboration • Know-how of vigilance policies and procedures • Grievance handling of employees • People management issues 	<ul style="list-style-type: none"> • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Contributing to achieving measurable results under guidance • Exhibit ethical behavior at all times • Multi-tasking and time management skills • Proactiveness in work management • Problem solving ability
SO	<ul style="list-style-type: none"> • Preparation of reports/proposals/note sheet related to: <ul style="list-style-type: none"> ○ Estate matters ○ Protocol duties ○ Logistics arrangements for senior officials ○ Ticket booking services including arrangement for local transportation for training and other visits ○ Arrangements for official functions in and outside CEA office • Drafting circulars/OM/sanction order/note sheet for policy matter files related to various administrative matters and stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy 	<ul style="list-style-type: none"> • Estate matters rules, provisions and guidelines, related to office establishment and official residence • SOP for protocol duties • Administration planning and general management including vendor and facility management 	<ul style="list-style-type: none"> • Office/routine work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File Management using One Drive • Knowledge of office procedures, code of conduct etc. • Know-how of vigilance policies and procedures • Grievance process • Data management and analysis 	<ul style="list-style-type: none"> • Ability to adapt to a changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Effective Communication • Exhibit ethical behavior at all times • Interpersonal skills • Time management • Analytical thinking



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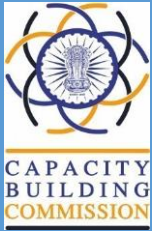
Position	Roles/ Responsibilities (Protocol)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 				
ASO	<ul style="list-style-type: none"> Preparation of reports/proposals/note sheet related to: <ul style="list-style-type: none"> Estate matters Protocol duties Logistics arrangements for senior officials Ticket booking services including arrangement for local transportation for training and other visits Arrangements for official functions in and outside CEA office Drafting circulars/OM/sanction order/note sheet for policy matter files related to various administrative matters and stakeholder management Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the division 	<ul style="list-style-type: none"> Estate matters rules, provisions and guidelines, related to office establishment and official residence SOP for protocol duties Administration planning and general management including vendor and facility management 	<ul style="list-style-type: none"> Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. Data management and analysis including budget preparation Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. Knowledge of office procedures, code of conduct etc. Know-how of vigilance policies and procedures Grievance process File Management using One Drive 	<ul style="list-style-type: none"> Ability to adapt to a changing environment Collaborative teamwork Positive and constructive mindset Effective problem-solving Performance management Effective Communication Exhibit ethical behavior at all times Interpersonal skills Time management Analytical thinking 	

Proficiency Assessment

Based on inputs gathered during interviews with Protocol officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in the table below:

Table 84: Protocol , Office of the Secretary: Proficiency assessment

Competency	Dir	US	SO	ASO
Domain				
Estate matters rules, provisions and guidelines	I	I	B	B
SOP for protocol duties	I	I	B	B
Administration planning and management	I	I	NA	NA
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	I	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Budgetary and financial matters	I	I	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Communication Skills	A	I	B	B
Strategic leadership	I	B	NA	NA
Decision-making	I	I	NA	NA
Human resource management	I	I	NA	NA
Negotiation skills	B	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B



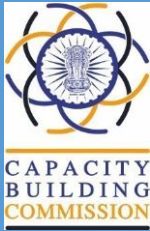
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Key Findings

The key findings based on interaction with officials are as below.

- Noting and drafting training be imparted
- Behavioural and functional skills the officials of the division wished to enhance included – administrative management and communication skills



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Vigilance

The division is headed by Central Vigilance Officer (CVO) and as an advisor to the Chairperson in all matters pertaining to vigilance. Vigilance functions include collecting intelligence about the corrupt practices committed, or likely to be committed by the employees of the organization; investigating or causing an investigation to be made into allegations reported to the CVO; processing investigation reports for further consideration of the disciplinary authority concerned; taking steps to prevent improper practices and commission of misconducts etc. Thus, the Vigilance functions can be broadly divided into three categories, as under:

(i) Preventive vigilance

(ii) Punitive vigilance

(iii) Surveillance and detection

The mandate of the division is to eliminate corrupt and unethical practices in public administration and to bring about transparency, fair-play, objectivity, accountability, and responsiveness to the aspirations of the citizen from administration.

The other roles/responsibilities of the division include:

- Reviewing vigilance complaint cases against officials of the CEA (*Citizen Centricity*)
- Processing vigilance clearances of officials (*Citizen Centricity*)

The table below describes, for each staff position, the roles and responsibilities assigned and the competencies required to perform them effectively.

Table 85: Vigilance Division: Competency assessment

Position	Roles/ Responsibilities (Vigilance)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
DS	<ul style="list-style-type: none"> Oversee overall administration of the division Review files/letters for matters pertaining to: <ul style="list-style-type: none"> Vigilance complaint cases against officials of CEA Vigilance clearance issues of the officials Collecting intelligence about the corrupt practices committed, or likely to be committed by the employees of the organization Processing investigation reports for further consideration of the disciplinary authority concerned Steps to prevent improper practices and commission of misconducts Handle key personnel management issues Oversee parliamentary matters, RTI matters, PMO/ VIP references related to Vigilance 	<ul style="list-style-type: none"> Vigilance policies and procedures, Central Vigilance Commission (CVC) guidelines/ manual Role of Inquiry Officer (IO)/Presenting Officer (PO) in conducting enquiries Ethics and governance issues in public conduct (CC) Public procurement issues Guidelines for security administration and monitoring Process for management/ disposal of references 	<ul style="list-style-type: none"> Conduct review meetings for departmental work Review policies, proposals, reports, note sheet Planning, monitoring and project management Risk management and compliance 	<ul style="list-style-type: none"> Strategic leadership skills to provide guidance, direction, and oversight Decision-making skills Strong collaboration and networking skills Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Exhibit ethical behavior at all times Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation Focus on achieving measurable results 	
US	<ul style="list-style-type: none"> Review files/letters for matters pertaining to: <ul style="list-style-type: none"> Vigilance complaint cases against officials of CEA Vigilance clearance issues of the officials Collecting intelligence about the corrupt practices committed, or likely to be committed by the employees of the organization Processing investigation reports for further consideration of the disciplinary authority concerned Steps to prevent improper practices and commission of misconducts 	<ul style="list-style-type: none"> Vigilance policies and procedures, Central Vigilance Commission (CVC) guidelines/ manual Role of Inquiry Officer (IO)/Presenting Officer (PO) in conducting enquiries Ethics and governance issues in public conduct (CC) Public procurement issues Guidelines for security administration and monitoring Process for management/ disposal of references 	<ul style="list-style-type: none"> Review policies, proposals, reports, note sheet File management using One Drive, E-office Coordination and logistics management skills Planning, monitoring and project management Compliance management Knowledge Management System including data gathering, information retrieval, and collaboration 	<ul style="list-style-type: none"> Supporting role in strategic leadership skills to provide direction Decision-making support Strong collaboration and teamwork Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation 	



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Position	Roles/ Responsibilities (Vigilance)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
	<ul style="list-style-type: none"> • Oversee stakeholder management and coordination with: <ul style="list-style-type: none"> ○ Other wings/divisions of CEA ○ Ministry of Power ○ Standing Committee on Energy ○ Parliamentary Consultative Committee • Review minutes of meeting to be circulated for key meetings • Review response and provide additional inputs on responses to parliamentary matters and assurances, RTI matters, PMO/VIP references 			<ul style="list-style-type: none"> • Contributing to achieving measurable results under guidance • Proactiveness in work management 	
SO	<ul style="list-style-type: none"> • Drafting files/ letters for matters pertaining to: <ul style="list-style-type: none"> ○ Vigilance complaint cases against officials of CEA ○ Vigilance clearance issues of the officials ○ Collecting intelligence about the corrupt practices committed, or likely to be committed by the employees of the organization ○ Processing investigation reports for further consideration of the disciplinary authority concerned ○ Steps to prevent improper practices and commission of misconducts • Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters and stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the department 	<ul style="list-style-type: none"> • Vigilance policies and procedures, Central Vigilance Commission (CVC) guidelines/manual • Role of Inquiry Officer (IO)/Presenting Officer (PO) in conducting enquiries • Ethics and governance issues in public conduct (CC) • Public procurement issues • Guidelines for security administration and monitoring • Process for management/disposal of references 	<ul style="list-style-type: none"> • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • Documentation including briefs, minutes of meetings for high level meetings, official circular, memorandum, presentations, etc. • File management using One Drive 	<ul style="list-style-type: none"> • Adaptability to changing environment • Collaborative teamwork • Positive and constructive mindset • Effective problem-solving • Performance management • Analytical thinking 	



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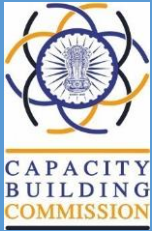
Position	Roles/ Responsibilities (Vigilance)	Domain Competency Requirements	Functional Competency Requirements	Behavioral Requirements	Competency
ASO	<ul style="list-style-type: none"> • Drafting files/ letters for matters pertaining to: <ul style="list-style-type: none"> ○ Vigilance complaint cases against officials of CEA ○ Vigilance clearance issues of the officials ○ Collecting intelligence about the corrupt practices committed, or likely to be committed by the employees of the organization ○ Processing investigation reports for further consideration of the disciplinary authority concerned ○ Steps to prevent improper practices and commission of misconducts • Drafting circulars/OM/sanction order/note sheet for policy matter files related to administrative matters and stakeholder management • Prepare Minutes of Meeting of all key meetings and circulate further up the hierarchy • Drafting response to parliamentary matters and assurances, RTI matters, PMO/VIP references, any other queries raised to the department 	<ul style="list-style-type: none"> • Vigilance policies and procedures, Central Vigilance Commission (CVC) guidelines/ manual • Role of Inquiry Officer (IO)/Presenting Officer (PO) in conducting enquiries • Ethics and governance issues in public conduct (CC) • Public procurement issues • Guidelines for security administration and monitoring • Process for management/ disposal of references 	<ul style="list-style-type: none"> • Documentation including preparing note sheets, briefs, minutes of meetings for high level meetings, official circular, memorandum, etc. • Secretarial work including e-office and office procedures such as responding to RTI queries, grievances, drafting letters and emails, parliament questions, etc. • File management using One Drive 	<ul style="list-style-type: none"> • Adaptability and flexibility • Supportive teamwork • Positive and constructive attitude • Assisting in problem-solving • Performance management 	

Proficiency Assessment

Based on inputs gathered during interviews with Vigilance officials and findings from the online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 86: Vigilance Division: Proficiency assessment

Competency	DS	US	SO	ASO
Domain				
Vigilance policies and procedures, Central Vigilance Commission (CVC) guidelines	A	I	B	B
Ethics and governance issues in public conduct	A	I	B	B
Public procurement issues	A	I	B	B
Functional				
Conducting review meetings	A	I	NA	NA
Reviewing policies, proposals, reports, note sheet	A	I	NA	NA
Planning, monitoring and project management	I	B	NA	NA
Risk management and compliance	I	B	NA	NA
Knowledge Management System	NA	B	NA	NA
Coordination and logistics management skills	NA	I	NA	NA
File management using One Drive	NA	I	B	B
Secretarial work	NA	NA	I	I
Data management and analysis	NA	NA	B	B
Documentation tasks	NA	NA	I	B
Behavioral				
Strategic leadership	I	B	NA	NA
Decision-making	A	I	NA	NA
Human resource management	A	I	NA	NA
Negotiation skills	I	B	NA	NA
Adaptability	NA	NA	B	B
Teamwork	NA	NA	I	B
Positive attitude	NA	NA	B	B
Performance management	NA	NA	B	B
Problem solving	NA	NA	B	B



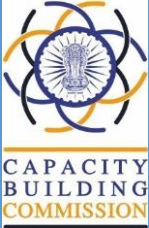
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Key Findings

The officials highlighted the need for the below mentioned trainings:

- Role of Inspecting Officer (IO)/Presenting Officer (PO) in conducting enquiries
- Public Procurement Guidelines and Processes
- Ethics and Governance
- Cyber hygiene & security
- Systems & procedures of organisation



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III. Enabling Environment

Parliamentary Procedures (Questions and Standing Committees)

Aim: The aim of this process is to efficiently manage and facilitate the flow of parliamentary inquiries, questions, and requests. The Parliament proceedings for questions and standing committees are an essential part of the Indian democratic system. They provide a platform to raise important issues in Parliament. Thus, the process in CEA ensures timely distribution and submission of draft responses to questions posed in Parliament before the Ministry of Power (MoP). Ultimately, the goal is to enhance transparency, responsiveness, and accountability in parliamentary matters and to facilitate productive interactions between government departments and parliamentary bodies.

Process:

The process for handling parliamentary questions in CEA is well-defined. The nodal division handling Parliamentary Procedures is IC&C (International Cooperation & Coordination). The division is responsible for coordinating and compiling inputs required for responding to the Parliamentary Questions. The division on the basis of questions, first, identifies the respective wings to whom the questions are to be sent for inputs. Members of respective wings send across the questions to the respective divisions to whom the questions pertain. The nodal officer from IC&C then follows-up on responses from respective wings. The IC&C division coordinates and compiles inputs from different wings and sends across the consolidated response to Ministry of Power (MoP) for finalizing/reviewing before sending it across to the Parliament Secretariat. The responses are approved by the MoP and then sent to the Parliament Secretariat through email and made available to the public.

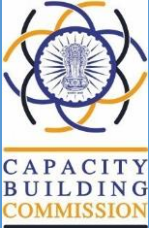
The process for handling matters related to Parliamentary Standing Committees is similar. Letters from Parliament Standing Committees are received and processed for responses. The concerned divisions are instructed to compile the requisite data for submission to the committees. The IC&C division coordinates and compiles inputs from different wings/divisions and sends across the consolidated response to Ministry of Power (MoP) for finalizing/reviewing before sending it across to the Parliamentary Standing Committee.

Table 87: Evaluation and Recommendations for Parliamentary Procedures

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	Training to new staff on the existing workflow and their roles within it	Regular review and optimization of the process for continuous improvement	Establish accountability mechanisms at wing/division level for faster turnaround to the responses
	• Project-specific system or generic?	Y (Specific)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	NA ⁷			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	–	Maintain a central repository for easy access and retrieval	–
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training on associated risks such as inaccurate or incomplete information, missed deadlines, etc.	Risk management framework to identify, assess, and mitigate risks	Forming a risk management committee for overseeing and addressing risks in the future
	• Does the SOP/manual/guide/FAQs cover risk?	Y			
	• Are staff well versed with risk management procedures?	Y			
Compliance	• Are there compliance/reporting requirements in place?	Y	–	Appointment of a compliance officer	Establish accountability mechanisms at division level
	• Is accountability for each step defined?	NA			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Y			

⁷ NA stands for Not Applicable

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Are staff well versed with compliance requirements? 	Y			
Stakeholder Engagement	<ul style="list-style-type: none"> Does the project management system cover all stakeholders? 	Y	-	-	-
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	Y			
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	Y			
Performance Management	<ul style="list-style-type: none"> Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	NA	Encourage staff to participate in the evaluation and provide feedback	-	Establish a parliamentary performance management framework to monitor and assess the overall efficiency and effectiveness of the process
	<ul style="list-style-type: none"> Is there a timeline for completing each step of the process? 	Y			
	<ul style="list-style-type: none"> Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion? 	Y			
	<ul style="list-style-type: none"> Is accountability for completing the step/task assigned? 	Y			
	<ul style="list-style-type: none"> Are there time/labour redundancies in the process? 	Y			
	<ul style="list-style-type: none"> Is there a functional performance monitoring system for the process? 	N			
	<ul style="list-style-type: none"> Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	Y			
	<ul style="list-style-type: none"> Are staff aware of performance indicators for the process? 	NA			
<ul style="list-style-type: none"> Do staff participate in the evaluation and provide feedback? 	N				



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RTI Application Process

Aim: The Right to Information Act promotes transparency and accountability of the various government organizations. The Act empowers citizens to access information through an RTI application. The online process ensures that the citizens receive the information effectively within the specified time frame.

Process: Individuals seeking information under the RTI Act can make a request through the dedicated Central Government web portal to facilitate their requests with the organization. This portal enables the online submission of RTI applications and online payment to process the applications. Once these applications are received through the portal, they are routed to the nodal officer at CEA (Chief Engineer, IC&C Division). IC&C division acts as the nodal division for various RTI requests. Similarly, RTI requests received manually are also routed through the nodal officer.

Chief Engineer, IC&C Division is the nodal officer for various RTI requests. On receipt of RTI application, fees is deposited with Public Accounts Officer (PAO), CEA and RTI applications/appeals are marked to the Central Public Information Officer (CPIO) who dispose-off the application at their level. Fees received manually are updated on the online portal.

Each division has its own CPIO who is responsible for processing the RTI request. CPIO is required to provide information to the applicant within 30 days of receipt of a valid application. If the information sought concerns the life or liberty of a person, same is to be provided within 48 hours of the receipt of the request. If the respondent is not satisfied with the reply, they can submit their first appeal after 30 working days to the Appellate Authority (AA) who is an officer senior in rank to the CPIO. The Appellate Authority (AA) will dispose of the application within a period of 30 days or in exceptional cases in 45 days of receipt of the appeal. It is mandatory for all CPIOs/AAs to endorse a copy of the reply/information given to the applicants to the nodal officer so that the records are maintained centrally.

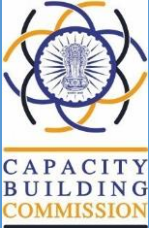
In case the applicant is still not satisfied, he may prefer a second appeal with the Central Information Commission (CIC) within 90 days from the date on which the decision should have been made by the first appellate authority or was actually received by the appellant. The CIC decides on the appeal and conveys its decision to the appellant and Appellate Authority (AA)/CPIO. The names of the CPIO/AA of the concerned division and the nodal officer are disclosed on CEA's website.

CEA also makes mandatory disclosures on its website pertaining to RTI Annual Return Information System including Quarterly Return Forms as per provisions of the RTI Act 2005. The form captures the number of applications received, processed and disposed of. It also captures appeals received, appeals rejected, penalties and any disciplinary action taken against the concerned CPIO/AA during the quarter. The annual return captures the information pertaining to all relevant quarters of the year.

Table 88: Evaluation and Recommendations for RTI Application Process

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	-	Conduct regular process reviews to identify and address bottlenecks and areas for improvement	Establish clear lines of accountability and oversight for the process at divisional level
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	NA			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Train staff on proper documentation practices for RTI requests and responses, including how to collect and analyze data for RTI applications, compliance	-	-
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Train staff to manage risks associated with the RTI application process such as delays, non-compliance, etc.		Integrate risk management into the overall governance framework for the RTI application process
	• Does the SOP/manual/guide/FAQs cover risk?	Y			
	• Are staff well versed with risk management procedures?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			Also train staff on the penal actions for non-compliance to RTI requests		
Compliance	• Are there compliance/reporting requirements in place?	Y	Train all concerned staff on RTI Act compliance requirements and procedures	Develop and implement compliance checklists and other tools to help staff comply with these requirements	-
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Y			
	• Are staff well versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Train staff in effective communication and engagement with individuals seeking information through RTI	Ensuring that all staff are aware of and comply with RTI Act requirements	-
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Encourage staff to participate in the evaluation and feedback process to identify areas for improvement and developing action plans to address them	Establish performance indicators for the RTI application process and implement a system for regular evaluation and feedback	-
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	N			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			



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KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	Y			
	<ul style="list-style-type: none"> Are staff aware of performance indicators for the process? 	Y			
	<ul style="list-style-type: none"> Do staff participate in the evaluation and provide feedback? 	N			

Procurement Management

Aim:

The aim of the procurement process, through the Government e-Marketplace (GeM) is to facilitate efficient, transparent, and cost-effective acquisition of goods and services while ensuring compliance with government regulations and promoting fair competition among vendors to achieve value for public funds.

Process:

The procurement process is initiated by the division that requires the goods or services. The demand is sent to the procurement section and is then processed through the GeM portal, which is a government operated online platform for procurement of goods and services. In line with the General Financial Rules 2017, the procurement requisition approval process is based on the cost of the service or product. For demands up to ₹50,000, the goods or services are procured based on availability and the L1 price available. For demands between ₹50,000 and ₹30,00,000, through the GeM seller having lowest price amongst the available sellers, of atleast three different manufacturers, on GeM meeting the requisite quality, specification and delivery period. The tools for online bidding and online reverse auction available on GeM can be used if decided by the competent authority. The procurement proposal is then approved by the competent authority, who is the Chairperson.

For demands above ₹30,00,000, a tendering process is required and the L1 bidder is selected. Concurrence from the Chairperson is required for all procurement proposals above ₹30,00,000. The goods or services are then procured from the selected vendor. If the required product or service is not available on the GeM portal, a non-availability certificate is generated, and the procurement is done through offline mode. The same is then routed through the Local Purchase Committee of CEA as per tendering process and the L1 bidder is selected. After selection, final approval is

granted by the Internal Financial Department (IFD) headed by the Chairperson. For petty procurement below Rs. 25000 same is routed through the Local Purchase Committee and concurrence taken from the Chairperson.

Table 89: Evaluation and Recommendations for Procurement Management

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	-	Implement a tracking system to monitor the progress of procurement requests	Procurement Monitoring dashboard to provide a real-time view including the status of each purchase order, the associated timelines, and any potential delays or risks
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	Y			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	N			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	-	-	-
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training staff on risk management such as supplier reliability and delivery timelines	Include a section on risk management in the SOP/manual/guide/FAQs covering potential risks and mitigation plans	Periodically review and update the risk management framework
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well versed with risk management procedures?	Y			
Compliance	• Are there compliance/reporting requirements in place?	Y	Training staff on compliance	Comprehensive guidelines to cover	External audits to ensure adherence
	• Is accountability for each step defined?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements? 	N	requirements and importance of adherence to legal and ethical procurement practices	compliance requirements in detail	to government procurement regulations
	<ul style="list-style-type: none"> Are staff well versed with compliance requirements? 	Y			
Stakeholder Engagement	<ul style="list-style-type: none"> Does the project management system cover all stakeholders? 	Y	–	Include a section on stakeholder engagement (external vendors) in the SOP/manual/guide/FAQs	Implement a grievance redressal mechanism for stakeholders to raise and resolve issues related to the procurement process
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	N			
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	N			
Performance Management	<ul style="list-style-type: none"> Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	N	Encourage staff to participate in the evaluation and provide feedback	Establish performance indicators for procurement process and implement a system for regular evaluation and feedback	–
	<ul style="list-style-type: none"> Is there a timeline for completing each step of the process? 	Y			
	<ul style="list-style-type: none"> Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion? 	Y			
	<ul style="list-style-type: none"> Is accountability for completing the step/task assigned? 	Y			
	<ul style="list-style-type: none"> Are there time/labour redundancies in the process? 	Y			
	<ul style="list-style-type: none"> Is there a functional performance monitoring system for the process? 	Y			
	<ul style="list-style-type: none"> Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	Y			
	<ul style="list-style-type: none"> Are staff aware of performance indicators for the process? 	N			
<ul style="list-style-type: none"> Do staff participate in the evaluation and provide feedback? 	N				

IT Stores Management

Aim:

The aim of the IT Stores management is to ensure maintenance of adequate inventory for IT related hardware and software requirements. The idea is to replenish the IT hardware and software in a timely manner so that critical services related to IT are not impacted.

Process:

The IT Stores related management is carried out by Information Technology & Procurement (IT&P) Division under the Office of PCE-II. An annual procurement assessment exercise is carried out so that there is an idea of the IT related supplies required. Similarly, a maintenance review exercise is carried out in parallel so that hardware and software related maintenance issues are sorted. This is carried out in accordance with the prevailing maintenance contract of the hardware and software supply.

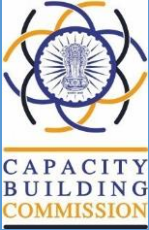
Basis the procurement assessment, for software related supplies, same is either developed internally or for external procurement, tendering process is adopted. For hardware related supplies like monitor, keyboard, mouse etc. same are replenished basis the existing contracts, or if the contract is expiring, the same is again routed through a tendering process with selection of L1 bidder. For all financial related purchase matters, same is sent for approval to the Internal Financial Department (IFD) headed by Chairperson, CEA before the purchase is initiated.

Table 90: Evaluation and Recommendations for IT Stores Management

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	-	-	An integrated platform be developed where divisional-level IT related supply requests are raised and addressed by the IT team
	• Project-specific system or generic?	Y (Specific)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	Y			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Is there SOP/manual/guide/FAQs for process?	N			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	–	–	Digitized recordkeeping for all the supply related inventory management issues
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training to staff on risk management such as supplier reliability and delivery timelines	Include a section on risk management in the SOP/ manual/ guide/ FAQs including potential risks and mitigation plans	Periodically review and update the risk management framework
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well versed with risk management procedures?	Y			
Compliance	• Are there compliance/reporting requirements in place?	Y	Training staff on compliance requirements and importance of adhering to legal and ethical procurement practices	Comprehensive guidelines to cover compliance requirements in detail	External audits to ensure adherence to government procurement regulations
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	N			
	• Are staff well versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	–	Include a section on stakeholder engagement (external vendors) in the SOP/ manual/ guide/ FAQs	Implement a grievance redressal mechanism for stakeholders to raise and resolve
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	N			
	• Are stakeholders involved and consulted throughout the process as per requirement?	N			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
					issues related to the procurement process
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	N	Encourage staff to participate in the evaluation and provide feedback	Establish performance indicators for IT Stores management process and implement a system for regular evaluation and feedback	-
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	Y			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	N			
• Do staff participate in the evaluation and provide feedback?	N				



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Concurrence of Hydro and PSP Projects

Aim:

The aim of the DPR concurrence process for hydro and PSP projects, for sums exceeding Rs. 1000 Crore is to ensure proper appraisal of key project aspects, including costing, justification, design, dam safety, electro-mechanical design, construction material and environmental conservation aspects. This ensures projects are appraised according to the stipulated guidelines and ensures fair play for competitors in the power generating segment.

Process:

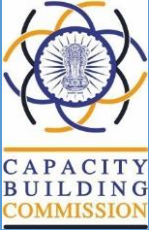
Submission of DPR

Generating Company/Project Developer uploads DPR on DPR Approval Process Monitoring System (DAPMS) portal of CEA (<https://ceaclearance.gov.in/>) and submits hard copies of DPR including pre-DPR chapters approved by respective appraising groups along with soft copies to HPA division, CEA for its examination. The nodal division (HPA) checks whether all the information, data, certificates essentially required for concurrence of DPR and clearance of chapters/aspects have been included as per the checklist within three weeks' time.

Acceptance of DPR

In case of DPRs submitted for the first time, the Generating Company/Project Developer gives a detailed presentation on all aspects of DPR after 3 weeks of submission of DPR. After the deliberations in the presentation meeting, decision is taken as to whether the details furnished in the DPR are adequate for further examination of DPR or DPR is to be returned for carrying out further studies/furnishing details which may take some time. In case it is found that the DPR does not contain essential inputs or is found to be incomplete in certain aspects, the same is returned to the Generating Company/Project Developer for resubmission after incorporating the requisite details. If prima facie, the DPR is found to be in order, it is taken up for detailed examination.

In case of DPRs earlier received in CEA and returned due to lack of essential inputs or completeness in certain respects and resubmitted now, the DPR is re-examined within a period of 3 weeks of submission of DPR to check for compliance and to ensure that the details furnished in the DPR are adequate. If the observations/reasons are complied with and duly incorporated in the DPR and the details furnished are adequate, it is taken up for further examination.



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Appraisal of DPR

CEA acts as a single agency in so far as concurrence of the Hydro Electric Schemes is concerned. However, as per the demarcation of responsibility in Govt. of India, the following aspects related to Hydro Electric Schemes are assigned to Central Water Commission/Ministry of Jal Shakti (CWC/MoJS) - issues related to inter-state/international clearance, hydrology, design of hydraulic structures, dam design & safety, construction material & geotechnical aspects, construction methodology and machinery, cost of civil works, etc.

In order to appraise DPR expeditiously, following procedure is followed for furnishing of observations/comments by respective appraising groups and compliance by the developers/generating companies :

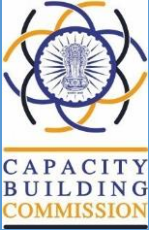
1. Appraising groups send their comments directly to developers/generating companies with copies to HPA(CEA)/CWC and HPA(CEA) through e-mail uploads them to online DPR clearance portal of CEA (<https://ceaclearance.gov.in/>)
2. Developers/generating companies send their compliance to the comments directly to appraising groups with copies to HPA(CEA)/CWC and HPA(CEA) through e-mail uploads them to online DPR clearance portal of CEA (<https://ceaclearance.gov.in/>)

Various divisions are involved in appraising of different aspects of DPR for hydro and PSP projects. The key division covering major aspects of DPR approval for hydro and PSP projects is the Hydro Project Appraisal Division (HPA). This division is also the nodal division for final concurrence for hydro and PSP projects after other divisions have given their approval of their respective DPR sections. The HPA division, accords concurrence on the following aspects of DPR approval for hydro and multi-purpose projects (including PSPs):

- Power potential studies
- Cost estimates for E&M and miscellaneous works and their phasing of expenditure
- Construction power

Transmission system related aspects such as Cost of Transmission Works upto Pooling Point, Phasing of Transmission Works etc. are appraised by the PSPA division (Power System Planning & Appraisal). Aspects related to plant planning, civil cost etc. are appraised by CWC. Technical aspects related to civil works are appraised by the Civil Design (CD) division. Financial & commercial aspects related to DPR approval are appraised by the Financial & Commercial Appraisal (F&CA) division of CEA.

After all appraising groups have given their concurrence, the same is put up before the Project Appraisal Committee, comprising of the Chairperson and all Members of CEA for final concurrence. The intimation regarding accord of concurrence to hydroelectric schemes is conveyed to the



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Generating Company/Project Developer, Ministry of Power, Planning Commission, other concerned Government Departments, State Government and appropriate Regulatory Commission.

Submission of updated DPR

During the appraisal process, a number of changes are suggested by CEA/CWC which have an impact on the design and cost of the scheme. The Generating Company/Project Developer is required to update the DPR incorporating all the suggested modifications as agreed by them during the deliberations and submit the same in hard and soft copy to CEA.

Time-frame for accord of concurrence

In case the Hydro Electric Scheme is found technically and economically viable with necessary inputs/ clearances having been tied up, concurrence for implementation of the hydroelectric scheme, as far as practicable, is given within a period of 125 days (excluding time taken by the developer for compliance of observations) from the date of submission of DPR complete in all respects/acceptance of complete DPR by CEA.

Availability of Guidelines

Central Electricity Authority's "Guidelines for Acceptance, Examination and Concurrence of Detailed Project Reports for Hydro Electric Schemes" are available on the Authority's website (www.cea.nic.in).

Central Electricity Authority's "Guidelines for Formulation of Detailed Project Reports for Hydro Electric Schemes" are available on the Authority's website (www.cea.nic.in).

Table 91: Evaluation and Recommendations for Concurrence of Hydro and PSP projects

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	-	-	DPR appraisal tracking system be developed in the future to track status of the appraisal of the project from
	• Project-specific system or generic?	Y (Specific)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Are the project management tools integrated with other processes and systems of the division? 	Y			various stakeholders such as CEA, CWC, GIS etc. Timelines and any associated delays/risks in approval be flagged on the online monitoring system. This system should be open to only the appraising groups as multiple stakeholders are involved even from outside CEA like CWC, GIS
	<ul style="list-style-type: none"> Clear well-defined processes? 	Y			
	<ul style="list-style-type: none"> Covers all aspects of scheme/program? 	Y			
	<ul style="list-style-type: none"> Is there SOP/manual/guide/FAQs for process? 	Y			
	<ul style="list-style-type: none"> Are all concerned staff well versed with the process? 	Y			
Documentation	<ul style="list-style-type: none"> Are process documentation up-to-date and easily accessible to all concerned staff? 	Y	-	-	-
Risk Management	<ul style="list-style-type: none"> Are risks associated with the process identified and managed appropriately? 	Y	Training staff on potential risks such as change in costing and design parameters of the project	Include a section on risk management in the SOP/manual/guide/FAQs including potential risks and mitigation plans	Periodically review and update the risk management framework
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs cover risk? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with risk management procedures? 	Y			
Compliance	<ul style="list-style-type: none"> Are there compliance/reporting requirements in place? 	Y	Training staff on compliance requirements and importance of adhering to ethical and legal practices	Comprehensive guidelines to cover compliance requirements in detail	External audits to ensure adherence to stipulated guidelines/regulations
	<ul style="list-style-type: none"> Is accountability for each step defined? 	Y			
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with compliance requirements? 	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	-	-	-
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Time-frame for accord of concurrence is stipulated; staff should be trained to adhere to the timelines	-	Online tracking system should be developed for the appraising groups, so that if there is any delay at one end same can be appropriately flagged and remedial action taken
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	Y			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	Y			
• Do staff participate in the evaluation and provide feedback?	N				



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Performance Management

Aim:

The Annual Performance Appraisal Report (APAR) serves as a pivotal evaluation tool for government employees, playing a crucial role in their careers. It enables a holistic assessment of an employee's work, conduct, and capabilities, aiming to enhance service efficiency. It is a consultative and transparent performance process with three main objectives:

- To improve the performance of employees.
- To assess their potential and provide feedback and guidance to address any shortcomings.
- To provide the basis for assessing their performance and suitability for career advancement, confirmation, promotion, and selection for deputation.

Process:

The APAR process is initiated by the employee, who self-appraise their performance through an online portal. The APAR then undergoes a two-tier review process, with assessments from two senior officers which helps to mitigate subjectivity and bias. APARs are typically recorded annually for each division for the fiscal year. Following APAR submission, the administrative section prepares reports and recommends candidates for promotions. Candidates with negative remarks may face promotion deferral, though salary appraisals are independent of APAR scores.

Table 92: Evaluation and Recommendations for Performance Management

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	Encourage individual ownership of the workflow and accountability for timely submissions	–	–
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Online)			
	• Are the project management tools integrated with other processes and systems of the division?	Y			
	• Clear well-defined processes?	Y			

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Covers all aspects of scheme/program? Is there SOP/manual/guide/FAQs for process? Are all concerned staff well versed with process? 	Y			
Documentation	<ul style="list-style-type: none"> Are process documentation up-to-date and easily accessible to all concerned staff? 	Y	Training on proper documentation practices, organized records of performance achievements and areas for improvement for self-appraisal	–	–
Data Analysis	<ul style="list-style-type: none"> Is performance data collected and analysed throughout project/scheme period? Is the analysis “owned”? Is such data used to inform/ support decision-making? Are staff well versed with data analysis tools? Are senior staff well versed with using such analysis/evidence to make decisions? Does the SOP/manual/guide/FAQs cover risk? Are staff well versed with risk management procedures? 	NA	Encourage employees to use data-driven evidence to support their self-assessment	Promote the use of data for objective performance evaluation	Central data repository for APAR-related data, enabling more in-depth analysis
Compliance	<ul style="list-style-type: none"> Are there compliance/reporting requirements in place? Is accountability for each step defined? Does the SOP/ manual/ guide/ FAQs comprehensively cover compliance requirements? Are staff well versed with compliance requirements? 	Y	Train employees about relevant compliance requirements for self-appraisal including adherence to ethical practices	–	–

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Stakeholder Engagement	<ul style="list-style-type: none"> Does the project management system cover all stakeholders? 	Y	Train employees in effective communication and engagement with colleagues and superiors	Develop a stakeholder engagement strategy to foster positive relationships between employees, supervisors, and administrative sections	Conduct regular stakeholder satisfaction surveys to gather feedback
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	Y			
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	Y			
Performance Management	<ul style="list-style-type: none"> Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	Y	Encourage employees to set personal development goals based on APAR feedback	Encourage continuous improvement through training and skill development	Implement a rewards and recognition program for outstanding performance and development
	<ul style="list-style-type: none"> Is there a timeline for completing each step of the process? 	Y			
	<ul style="list-style-type: none"> Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion? 	N			
	<ul style="list-style-type: none"> Is accountability for completing the step/task assigned? 	Y			
	<ul style="list-style-type: none"> Are there time/labour redundancies in the process? 	N			
	<ul style="list-style-type: none"> Is there a functional performance monitoring system for the process? 	Y			
	<ul style="list-style-type: none"> Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	Y			
	<ul style="list-style-type: none"> Are staff aware of performance indicators for the process? 	Y			
<ul style="list-style-type: none"> Do staff participate in the evaluation and provide feedback? 	N				

Budgetary Requisition and Approval

Aim: The aim of the budgeting exercise is to effectively plan, allocate, and manage financial resources to achieve the Ministry's goals and objectives. It involves setting financial priorities, controlling expenditures, and ensuring that available funds are utilized in the most efficient and strategic way by facilitating accountability, long-term sustainability, and informed decision-making.

Process: The budget section initiates the process in September by requesting budget allocations from each division, with specific demands outlined for each Scheme/Program in a standardized format. Upon receiving these requisitions from various divisions, a consolidated Statement of Budget is meticulously compiled. This comprehensive budget statement is then disseminated via the Union Budget Information System (UBIS) portal and submitted in hard copy. Furthermore, revised estimates for the ongoing fiscal year are prepared in adherence to the guidelines stipulated in the budget circular. Once the formal budget requests are transmitted to the Ministry of Finance, a pre-budget meeting is convened to finalize the budget demand. Subsequently, parliamentary approval is sought by the Ministry of Finance during the budget session.

Table 93: Evaluation and Recommendations for Budgetary Requisition and Approval

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	Emphasize accountability for adherence to deadlines and clear communication	Implement a tracking system to monitor the progress of requisitions and approvals (Project management tool)	Develop mechanisms for transparent communication and decision-making in the budget process
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	N			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	Y			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Provide training on proper documentation practices for	Small booklet or SOP based on budget circular to be prepared for all staff for the budgetary	Document management system to centralize and secure all budget-

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			budget requisitions	requisition and approval process	related documents on a cloud-based system
Data Analysis	<ul style="list-style-type: none"> Is performance data collected and analysed throughout project/scheme period? 	Y	Encourage staff to use data-driven insights to support budget requests	Develop a data dictionary for all budget-related data in the budgetary process	Develop training materials, creating data visualization dashboards or developing machine learning models to predict budget trends
	<ul style="list-style-type: none"> Is the analysis “owned”? 	Y			
	<ul style="list-style-type: none"> Is such data used to inform/support decision-making of ongoing and future projects/schemes? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with data analysis tools? 	Y			
	<ul style="list-style-type: none"> Are senior staff well versed with using such analysis/evidence to make decisions? 	Y			
Risk Management	<ul style="list-style-type: none"> Are risks associated with the process identified and managed appropriately? 	Y	Provide training to all staff on the risk management procedures	Develop risk management procedures for each of the identified risks such as inaccurate budget forecasts, unexpected changes in government funding or natural disasters and develop contingency plans	Regularly review and update the risk management strategy
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs cover risk? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with risk management procedures? 	N			
Compliance	<ul style="list-style-type: none"> Are there compliance/reporting requirements in place? 	Y	Educate staff about relevant compliance requirements and regulations related to budgeting with adherence to	Develop compliance procedures including include requirements such as government accounting standards, public procurement regulations, and	
	<ul style="list-style-type: none"> Is accountability for each step defined? 	Y			
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with compliance requirements? 	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			legal and ethical practices	internal control requirements	
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Conduct regular training for staff on compliance requirements	Establish a clear feedback mechanism for stakeholders to provide input on budget requisitions	-
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	-	A system for regular evaluation and feedback at divisional level	Develop and implement performance indicators (time it takes to process budget requisitions, the accuracy of budget forecasts, and the percentage of budget spending that is aligned with organizational goals for the budgetary process)
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	Y			
• Do staff participate in the evaluation and provide feedback?	N				

HR Staffing

Aim: Determining demand for jobs within the government system is a vital aspect of human resource management for ministries and other institutions. It ensures that the government has the workforce needed to operate public services smoothly and efficiently, by filling vacant positions systematically and in a coordinated manner.

Process: The process begins with assessment of vacancies based on comparison between the filled positions and the sanctioned posts. Post identification, a list of vacant positions is compiled and then forwarded to the DoPT for consideration. The DoPT carefully assesses the staffing needs of each division, considering factors such as budget availability, workload, and retirement projections. Once the DoPT has determined the demand for government jobs, it authorizes the recruitment of new personnel. The whole process of communication between CEA and the DoPT is done through offline mode.

Table 94: Evaluation and Recommendations for HR Staffing

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	Training on topics including setting priorities, staff strengthening procedures, alignment of job requirements with vacancies	-	-
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Offline)			
	• Are the project management tools integrated with other processes and systems of the division?	N			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Training on developing and maintaining filing systems, creating and managing electronic	-	-

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			documents and complying with retention policies		
Data Analysis	• Is performance data collected and analysed throughout project/scheme period?	NA	Training on creation of data visualizations	Establishing a process for sharing data to internal stakeholders and providing updates	
	• Is the analysis “owned”?	Y			
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?	NA			
	• Are staff well versed with data analysis tools?	Y			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training on topics including identifying potential risks, developing risk management plans and implementing controls	Develop and implement a risk management SOP including framework and mitigation measures	-
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well versed with risk management procedures?	N			
Compliance	• Are there compliance/reporting requirements in place?	Y	Provide training on employment law and regulations for all staff involved in the HR staffing process	Develop a SOP including compliance policies and procedures	Conduct regular legal reviews of the HR staffing process to ensure compliance with all applicable laws and regulations
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	N			
	• Are staff well versed with compliance requirements?	N			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Training on behavioral	Develop a SOP including	Establish a forum for stakeholders

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	N	aspects including managing conflicts, communication, etc.	stakeholder engagement plan to provide feedback and register grievance	to provide feedback on the HR staffing process
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	Y			
Performance Management	<ul style="list-style-type: none"> Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	Y	Training on setting goals, providing feedback, and conducting performance reviews	Develop and implement a performance management system for the HR staffing process	Benchmark the HR staffing process against other organizations to identify areas for improvement
	<ul style="list-style-type: none"> Is there a timeline for completing each step of the process? 	N			
	<ul style="list-style-type: none"> Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion? 	Y			
	<ul style="list-style-type: none"> Is accountability for completing the step/task assigned? 	N			
	<ul style="list-style-type: none"> Are there time/labour redundancies in the process? 	N			
	<ul style="list-style-type: none"> Is there a functional performance monitoring system for the process? 	Y			
	<ul style="list-style-type: none"> Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	NA			
	<ul style="list-style-type: none"> Are staff aware of performance indicators for the process? 	N			
<ul style="list-style-type: none"> Do staff participate in the evaluation and provide feedback? 	N				

Training Program Delivery

Aim: The training program delivery process is essential for ensuring that the organization's staff have the skills and knowledge they need to perform their jobs effectively. Thus, the aim of the process is to provide high-quality training to its staff, so that the organization can improve its performance and achieve its goals efficiently.

Process: The training program delivery is carried out by the HRD division at CEA. The training process commences with the collection of division-based training requirements, which are then used to formulate a training plan. Following processing and approval, engagement with relevant training partners and Public Sector Undertakings (PSUs) takes place. The training partners and PSUs are selected based on their expertise in the specific areas of training that are required. The division also considers the cost and availability of training when selecting partners. An annual budget is allocated to the HRD division for training programs, out of which they have to manage the various training programs to be conducted throughout the year. Basis the training programs finalized, same are put up before the Chairperson for approval.

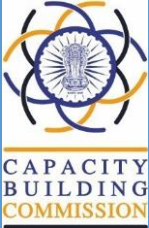
Based on costing requirements shared by the training partner or PSU, same are sent to the IFD (Internal Financial Department) at CEA for approval. Post approval, the training team works with the training partners to finalize the training schedule and logistics. Coordination with the administration and training partners is then executed to ensure the smooth facilitation of the training sessions. The training team coordinates with the administration to ensure that the training sessions are held at suitable venues and that all necessary materials and equipment are available. The training team also coordinates with the training partners to ensure that the training sessions are delivered according to the agreed-upon schedule and curriculum.

Table 95: Evaluation and Recommendations for Training Program Delivery

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	-	Develop and implement a training procedures manual to standardize the training process workflow	Alignment of the training delivery process with the overall goals and objectives of the organization and periodic reviews
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Offline)			
	• Are the project management tools integrated with other processes and systems of the division?	Y			
	• Clear well-defined processes?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/ guide/ FAQs for process?	N			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Ensure organized record keeping digitally in real time	-	Develop and implement standardized templates and forms for the delivery process including recordkeeping, feedback management, etc.
Data Analysis	• Is performance data collected and analysed?	Y	Training on data analysis including data management and creating data visualizations	Promote data-driven decision-making for curriculum and schedule adjustments	Establish a framework for ongoing data analysis to support training program enhancements
	• Is the analysis “owned”?	Y			
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Y			
	• Are staff well versed with data analysis tools?	Y			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training on contract management with training partners and conflict-of-interest rules	Regular review of training plans and feedback and developing risk mitigation manual	Regularly review and update the risk management framework
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well versed with risk management procedures?	Y			
Compliance	• Are there compliance/reporting requirements in place?	Y	Provide staff with training on	Ensure that the SOP comprehensively covers all applicable	-
	• Is accountability for each step defined?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements? 	N	compliance requirements	compliance requirements	
	<ul style="list-style-type: none"> Are staff well versed with compliance requirements? 	Y			
Stakeholder Engagement	<ul style="list-style-type: none"> Does the project management system cover all stakeholders? 	Y	Training on topics such as identifying key stakeholders, developing communication plans and managing conflict	Establish a forum for stakeholders to provide feedback on the training staffing delivery process	Benchmark the training staffing delivery process against other organizations to identify areas for improvement
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	Y			
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	Y			
Performance Management	<ul style="list-style-type: none"> Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	Y	Implement performance metrics for staff developing the training program such as participant feedback and session effectiveness	Develop a training evaluation and monitoring system for effective delivery	Implement a rewards and recognition program for outstanding performance in training staffing and delivery
	<ul style="list-style-type: none"> Is there a timeline for completing each step of the process? 	Y			
	<ul style="list-style-type: none"> Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion? 	Y			
	<ul style="list-style-type: none"> Is accountability for completing the step/task assigned? 	Y			
	<ul style="list-style-type: none"> Are there time/labour redundancies in the process? 	N			
	<ul style="list-style-type: none"> Is there a functional performance monitoring system for the process? 	N			
	<ul style="list-style-type: none"> Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	N			
	<ul style="list-style-type: none"> Are staff aware of performance indicators for the process? 	N			



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KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none">Do staff participate in the evaluation and provide feedback?	N			

Grievance Redressal

Aim: The aim of the Grievance Redressal process through Centralized Public Grievance Redress and Monitoring System (CPGRAMS) is to enhance government accountability, promote citizen participation, and ensure that grievances related to service delivery are efficiently addressed while maintaining transparency and providing an appeals mechanism for dispute resolution.

Process: Individuals seeking information under the grievance redressal can make a request through the dedicated web portal (<https://pgportal.gov.in/>) or mobile application (CPGRAMS) to facilitate their requests to the government organizations. It is a single portal connected to all the Ministries/Departments of Government of India and States. This portal enables the online submission of applications, and no payment is required to process the applications. Once these applications are received through the portal, they are efficiently routed to the appropriate organization via Central Public Information Officer. Within CEA, the requests are further directed to the specific division responsible for addressing the request. Following this, the concerned division promptly responds to the inquiry. After closure of grievance if the complainant is not satisfied with the resolution, he/she can provide feedback. It also provides an appeal facility to the citizens if they are not satisfied with the resolution. If the rating is 'Poor' the option to file an appeal is enabled. The status of the Appeal can also be tracked by the petitioner with the grievance registration number.

Table 96: Evaluation and Recommendations for Grievance Redressal

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	• End-to-end management systems in place?	Y	Encourage staff to be responsive to grievances and provide clear and concise communication to complainants	Ensuring that the departments collaborate to provide comprehensive solutions in case of complex or inter-departmental grievances	Develop and implement a grievance redressal policy that outlines the organization's commitment and accountability to resolving
	• Project-specific system or generic?	Y			
	• Online/offline/hybrid management tools?	Y (Online)			
	• Are the project management tools integrated with other processes and systems of the division?	NA			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	No			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Are all concerned staff well versed with process? 	Y			grievances fairly and impartially
Documentation	<ul style="list-style-type: none"> Are process documentation up-to-date and easily accessible to all concerned staff? 	Y	Train staff on accurate and complete documentation practices for grievance responses	-	-
Data Analysis	<ul style="list-style-type: none"> Is performance data collected and analysed throughout project/scheme period? 	Y	Training of division staff on how to collect and analyze data related to grievance processing times, satisfaction rates and other key metrics	Implement a system for regularly collecting and analyzing data on the grievance redressal process and suggest remedial actions if required	-
	<ul style="list-style-type: none"> Is the analysis "owned"? 	Y			
	<ul style="list-style-type: none"> Is such data used to inform/support decision-making of ongoing and future projects/schemes? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with data analysis tools? 	N			
	<ul style="list-style-type: none"> Are senior staff well versed with using such analysis/evidence to make decisions? 	Y			
Compliance	<ul style="list-style-type: none"> Are there compliance/reporting requirements in place? 	Y	Train staff on how to identify and manage risks associated with the grievance redressal process such as delays, non-	-	-
	<ul style="list-style-type: none"> Is accountability for each step defined? 	Y			
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with compliance requirements? 	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			compliance, etc.		
Stakeholder Engagement	<ul style="list-style-type: none"> Does the project management system cover all stakeholders? 	Y	Train staff on how to identify and assess the severity of grievances and route them to the appropriate division	Implement automation and AI tools for grievance categorization and routing	-
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	N			
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	Y			
Performance Management	<ul style="list-style-type: none"> Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	Y	Encourage staff to participate in evaluation and feedback process within the division	Develop a performance metrics dashboard that displays real-time data on grievance resolution to help in monitoring response times, closure rates, and overall performance	Implement performance metrics for staff involved in the grievance redressal process such as response time and complaint resolution
	<ul style="list-style-type: none"> Is there a timeline for completing each step of the process? 	Y			
	<ul style="list-style-type: none"> Are there bottlenecks/tasks in the process that pose high risk in terms of timeline for completion? 	Y			
	<ul style="list-style-type: none"> Is accountability for completing the step/task assigned? 	Y			
	<ul style="list-style-type: none"> Are there time/labour redundancies in the process? 	N			
	<ul style="list-style-type: none"> Is there a functional performance monitoring system for the process? 	Y			
	<ul style="list-style-type: none"> Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	NA			
	<ul style="list-style-type: none"> Are staff aware of performance indicators for the process? 	N			
<ul style="list-style-type: none"> Do staff participate in the evaluation and provide feedback? 	N				

IV. Capacity Building Plan

The previous section identified the competencies which are required to strengthen the effective functioning of CEA. This section covers the elements of Capacity Building Plan and talks about the interventions (both training and non-training interventions), which can be considered for strengthening the competencies at Individual and Organizational level of the organization.

Annual Capacity Building Plan at Individual level

The first step is to identify the training courses for the employees. This is done through a variety of methods, such as gap analysis, interviews with key stakeholders, etc. The following points are considered while designing the training program:

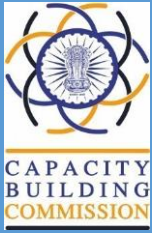
- The training plan is tailored to the specific needs of the organization, teams, and its employees.
- The training plan is sustainable, meaning that it can be delivered on an ongoing basis.
- The training plan is relevant to industry needs, so that participants can directly apply the acquired know-how in their day-to-day work.
- The training plan focuses on covering strategic/ policy, planning, technical, procurement, financial, monitoring, environmental and social safeguards (including gender areas) aspects for capacity building.

The training interventions further encompass various formats such as physical training, online training or phygital training. Description of the trainings is provided below:

- *Digital Courses*: These low duration courses (typically 1-2 hours) can be offered to the maximum number of employees
- *Phygital Courses*: These courses can be offered as a second priority with longer durations (6-8 hours long). They may include physical training, as per requirement
- *Physical Courses*: These courses are offered to a select few officials and can be typically 3-5 days long

Additionally, the training intervention courses are categorized into three levels:

- *Level 1 (L1)*: Basic understanding courses with bite-sized format, and definitive content. These courses provide essential knowledge in a concise format, ensuring participants gain a foundational understanding of the subject matter.
- *Level 2 (L2)*: In-depth intermediate courses with large-sized format and definitive content. These courses are designed for participants seeking a deeper and more comprehensive grasp of the topic. They provide in-depth knowledge of the topic in a detailed format.
- *Level 3 (L3)*: Advanced/In-depth courses with Non-definitive/Abstract format and content will be delivered largely through group exercises. L3 courses focus on advanced and intricate aspects of the



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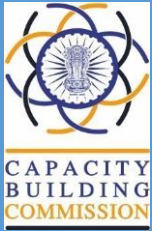
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subject matter. They encourage group interaction, incorporate live examples and may include workshops to facilitate deeper understanding.

The key institutes identified for training are as below.

- Administrative Staff College of India (ASCI)
- Administrative Training Institute (ATI) Kolkata
- Central Board of Irrigation & Power (CBIP)
- Central Electricity Regulatory Commission (CERC)
- Cyber Management Alliance
- Energy Efficiency Services Limited (EESL)
- Engineering Staff College of India (ESCI)
- Indian Institute of Public Administration (IIPA)
- Institute of Information Security (IIS) Mumbai
- Indian Institute of Sustainable Development (IISD)
- IIM Ahmedabad
- IISC Bangalore
- IIT Roorkee
- Institute of Secretariat Training and Management (ISTM)
- National Forensic Sciences University (NFSU)
- National Power Training Institute (NPTI)
- National Productivity Council (NPC)
- NTPC School of Business (NSB)
- PSTI, Bangalore
- The Energy and Resources Institute (TERI)
- Tata Power Skill Development Institute (TPSDI)
- iGoT Karmayogi (GoI)
- Udemy
- Coursera

The timeline for the training interventions is determined based on the specific needs and priorities of the employees. Training plan is scheduled in a calendarized format to ensure that the participants receive the necessary knowledge and skills in a structured manner, taking into account their availability and organizational requirements.



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Please note:

- Each division to select course listed under the respective wing based on the relevance of the course to the tasks being carried out by the division
- Course selection to be based on the specific requirement of the wing/division and considering individual need
- Suggested training calendar, training programs, and training institutes for a typical employee lifecycle, as well as budget provisions, are **indicative** and can be modified and customized by CEA according to their **organizational and individual needs**

Please note that the quarter in all subsequent tables/paras means the quarter from the start of the implementation of the ACBP training program. For example, Q1 would mean quarter 1 from the start of the implementation of the ACBP.

Table 97: Training Calendar for Domain Skills – All wings/divisions (Common)

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
Overview of Power Sector	Comprehensive understanding of power sector, including structure, operations, stakeholders, industry landscape, emerging trends and challenges for informed decisions and effective collaboration	L2	✓	✓	✓	Q1	Online/ Physical	2 hrs./1 day	NPTI/CBIP/any other institute
Cyber Security issues in Power Sector	Cyber security issues	L1	✓	✓	✓	Q1	Physical	3 days	ESCI/any other institute
Estate Management and Regulations	Estate matters rules, provisions and guidelines, related to office establishment and official residence	L1	✓	✓	✓	Q1	Physical	1 day	NPTI/any other institute
Regulating Electricity Tariffs and Related Issues	Electricity Tariffs and related issues	L1	-	-	✓	Q1	Physical	3 days	ASCI/any other institute
Building Energy Simulation	Simulation techniques	L1	-	✓	✓	Q1	Physical	3 days	ASCI/any other institute
Climate Change & Sustainability for Energy Companies - Alignment with the SDG 7, 13	Climate change	L1	-	✓	✓	Q1	Physical	3 days	ASCI/any other institute
Smart Grid: Basics to Advanced Technologies	Smart grid technology	L1	-	✓	✓	Q1	Online	In Development	iGoT
CEA regulations and standards	Know-how about CEA regulation such as metering, safety, connectivity etc. and standards such as construction of electrical plants, line & substations and grid standards and communication standards	L1	-	-	✓	Q1	Online/ Physical	4 days	NPTI/any other institute

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
CERC Regulations Including Tariff Regulations	Know-how of the key sector regulations	L1	-	✓	✓	Q2	Physical	4 days	ESCI/any other institute
IoT: Applications in Power & Energy	Understanding of IoT to enhance energy management, optimize resource allocation, enable predictive maintenance, and improve overall operational efficiency	L1	✓	✓	✓	Q2	Physical	3 days	ESCI/any other institute
Artificial Intelligence and Big Data Disruptions in Industry 4.0	AI related concepts	L1	-	✓	✓	Q2	Online	1 hr. 30 mins	iGoT
Preparing for Digital Transformation and Transition to Industry 5.0	Digital techniques relevant to industry	L1	-	✓	✓	Q2	Online	In Development	iGoT
Energy Distribution Management	Energy management techniques	L1	-	✓	✓	Q2	Physical	3 days	ASCI/any other institute
Introduction to Cybersecurity	Cyber security in power sector and understanding cyber security's importance and relevance in safeguarding critical infrastructure and improving power systems	L1	✓	✓	✓	Q3	Online	6 hrs.	iGoT

Table 98: Training Calendar for Planning Wing

Name of Training Course (Planning)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
DOMAIN TRAININGS									
Resource Adequacy Guidelines/Framework	Planning optimal mix of resources for economical generation of electrical energy and formulation of related plans	L2	✓	✓	✓	Q1	Online	2 hrs.	NPTI/any other institute
Power System Reliability	Know-how of power system reliability indices (Loss load of probability- LOLP & Normalized Energy Not Served -NENS)	L2	✓	✓	✓	Q1	Online	2 hrs.	NPTI/any other institute
Advanced excel and regression techniques	Load/demand forecasting concepts and techniques to forecast demand for developing the EPS	L3	-	-	✓	Q1	Online	4 hrs.	iGoT
Hydrogen Economy Fundamentals	Technical concepts around green hydrogen technology and applications	L1	✓	✓	✓	Q1	Online	3 hrs.	NSB/ IIT Bombay/any other institute
Solar Energy Technology	Know-how of the said emerging technologies	L1	✓	✓	✓	Q1	Online	In Development	iGoT
Renewable Energy Engineering: Solar, Wind and Biomass Energy Systems	Know-how of the said emerging technologies	L1	✓	✓	✓	Q1	Online	In Development	iGoT
Floating Solar and Battery Storage	Know-how of the said emerging technologies	L1	✓	✓	✓	Q1	Online	3 hrs.	IIT Bombay/any other institute
Software modelling tools – ORDENA, Python, General Algebraic Modeling System (GAMS)	Understanding of the said software tools to develop planning tool in-house	L1	-	-	✓	Q1	Online	In Development	iGoT
Online Solar Power-Emerging Technology and		L1	-	-	✓	Q1	Online	4 days	IIT Roorkee/any other institute

Name of Training Course (Planning)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
O&M issues of Solar Power Plants									
Fundamentals of Energy Modelling	Energy modelling concepts and techniques; applications	L2	-	-	✓	Q2	Online	6 hrs.	iGoT/NSB
ATAL Program on Energy Storage System	Various provisions of the ATAL program related to Energy Storage Systems including incentives	L2	✓	✓	✓	Q2	Online	2 hrs.	NPTI/any other institute
Crisis and Disaster Management for Power Sector	Issues concerning crisis and disaster management plan for the sector	L1	✓	✓	✓	Q2	Physical	2 days	CBIP/any other institute
Renewable Energy: Economics, Policy and Regulation	Understanding of the regulatory landscape related to renewable energy, renewable purchase obligations, renewable generation obligations, green hydrogen	L1	✓	✓	✓	Q2	Online/ Physical	2 days	NSB/ IIT Kanpur/any other institute
Renewable Energy Sources and Grid Integration	Technical concepts related to integration of renewables including balancing sources requirement, energy storage, grid balancing etc.	L1	✓	✓	✓	Q2	Online	3 hrs.	NSB/any other institute
Data Analytics Using Python	Data analytics	L1	-	-	✓	Q2	Online	In Development	iGoT
Carbon Markets and Pricing Learning Lab	Carbon market concepts and accounting techniques	L1	-	✓	✓	Q2	Physical	36 mins + 2 days	iGoT/ ASCI
Web Development Using PHP & MYSQL	PHP and MySQL	L1	-	-	✓	Q2	Physical	5 days	ESCI/any other institute
Python Programming	Python knowledge	L1	-	✓	✓	Q2	Physical	5 days	ESCI/any other institute
Renewable Energy Systems - Wind & Solar - Grid Integration	RE knowledge	L1	-	✓	✓	Q2	Physical	4 days	ESCI/any other institute

Name of Training Course (Planning)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
RE regulations	Know-how of RE regulations	L1	-	-	✓	Q2	Physical	4 days	IIT Roorkee/any other institute
Carbon Capture Utilization and Storage: Fundamentals and Applications	CCUS technology applications	L1	-	✓	✓	Q2	Physical	2 days	IIT Bombay/any other institute
Clean Energy and Electric Vehicle Charging Technology	Guidelines and frameworks on energy transition, climate change, voluntary star labeling of appliances, EV charging infrastructure	L2	✓	✓	✓	Q2	Online	3 hrs.	NPTI/any other institute
Design & Implementation for Floating Solar	Technical concepts and regulations related to design & implementation for floating solar	L1	-	✓	✓	Q3	Physical	6 hrs.	NPTI/any other institute
BESS Technology	Technical concepts and understanding of BESS technology	L1	-	✓	✓	Q3	Online	3 hrs.	Advance Electrical Design and Engineering Institute/CBIP/ any other institute
Various RE technologies	RE technologies	L2	-	✓	✓	Q3	Physical	5 days	IIT Roorkee/any other institute
Just Transition Aspects in Power Sector	RE technologies	L2	-	✓	✓	Q3	Online	3 hrs.	IIT Bombay/any other institute
Carbon Emissions and methodologies for GHG Inventory calculation	RE technologies	L2	-	-	✓	Q3	Physical	1 day	ESCI/any other institute
Internation cooperation in the field of Energy Transition: Various	Energy transition concepts	L1	-	✓	✓	Q3	Physical	1 day	ESCI/any other institute

Name of Training Course (Planning)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Programs and Partnerships									
Basic and Advanced SQL	Nuances of the software to develop in-house planning tools	L1	-	-	✓	Q4	Online	8 hrs.	iGoT
Efficient technologies in power plants to reduce emissions	Efficient technologies	L1	-	✓	✓	Q4	Physical	1 day	ESCI/any other institute
Biomass co-firing in thermal plants	Overview of National Mission on Use of Biomass in Thermal Power Plants, uses and application of biomass and hydrogen fuel based plants	L1	-	✓	✓	Q4	Online	2 hrs.	NPTI/CBIP/any other institute
Clean energy technologies like Green Hydrogen	Clean energy technologies	L1	-	✓	✓	Q4	Online	2 hrs.	NPTI/CBIP/any other institute
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phygital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT

Name of Training Course (Planning)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Advanced Excel	Advanced excel modelling	L2	✓	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/ any other institute
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q1	Online	1 hr.	NPTI/ iGoT/ any other institute
Office Procedure	Office protocols, communication and workflow	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q4	Online	6 hrs.	IIPA/any other institute
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	✓	✓	✓	Q1	Online	1.5 hrs.	NPTI/any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1	Online	1.5 hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT

Name of Training Course (Planning)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/any other institute
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	-	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy/ any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	✓	✓	✓	Q4	Online	8 hrs.	IIPA/any other institute

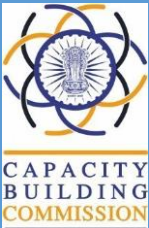
Table 99: Training Calendar for Thermal Wing

Name of Training Course (Thermal)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
DOMAIN TRAININGS									
Thermal Schemes and Policies	Know-how of Coal Linkage Policy, National Mission on Use of Biomass in Thermal Power Plants, Coal allocation process and other key power sector policies	L1	-	-	✓	Q1	Online	2 hrs.	NPTI/any other institute
Overview of coal mining, coal blocks allocation	Technical know-how of policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism; Policy and procedures of coal mining operations including overview, regulatory framework, safety regulations, rehabilitation and resettlement	L1	✓	✓	✓	Q1	Online	2 hrs.	NPTI/CBIP/ any other institute
Overview of gas-based (biomass), hydrogen fuel cell operations	Overview of National Mission on Use of Biomass in Thermal Power Plants, uses and application of biomass and hydrogen fuel based plants	L1	✓	✓	✓	Q1	Online	2 hrs.	NPTI/CBIP/ any other institute
Coal and its Exploration	Technical know-how of policy and procedures of coal blocks allocation process including overview, legislative framework, allocation criteria, compliance mechanism; Policy and procedures of coal mining operations including overview, regulatory framework, safety regulations, rehabilitation and resettlement	L2	✓	✓	✓	Q2	Online	1 hr. 22 min	iGoT
Simulator Training Program	Hands-on experience in operating a thermal power plant and related technical and operational nuances of the same	L2	-	-	✓	Q2	Physical	1 week/ 3 days	NPTI/IIT Delhi/any other institute

Name of Training Course (Thermal)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Performance Optimization and Condition Monitoring of Thermal Assets	Technical concepts around thermal power plant performance optimization	L1	-	✓	✓	Q2	Physical	2 days	CBIP/any other institute
O&M of Thermal Power Plant & CCGT Power Plant	Technical concepts around O&M, R&M and operation monitoring parameters	L2	-	✓	✓	Q2	Physical	2 days	PMI/any other institute
Carbon Capture Utilization and Storage: Fundamentals and Applications	CCUS technology applications	L1	-	✓	✓	Q2	Physical	2 days	IIT Bombay/any other institute
Super Critical and Sub Critical Boilers; Issues and Challenges of Cooling Water Chemistry in Power Plants	Know-how of different boilers	L1	-	-	✓	Q2	Physical	3 days	ESCI/any other institute
Thermal Power Plant Efficiency & Performance Monitoring	Technical concepts around thermal power plant efficiency, performance monitoring and control	L1	-	-	✓	Q3	Physical	2 days	NPTI/any other institute
Recent trends in Environmental Regulation in TPPs	Environment norms for TPPs and its financial impact on cost of power	L1	✓	✓	✓	Q3	Online	3 hrs.	NPTI/any other institute
Open access and power purchase agreements	Open access and PPA	L1	-	✓	✓	Q3	Online	3 hrs.	CERC/any other institute
Challenges and Pollution Control in TPPs	Challenges and Pollution Control in TPPs	L1	✓	✓	✓	Q4	Physical	2 days	ESCI/any other institute
FUNCTIONAL TRAININGS									

Name of Training Course (Thermal)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phygital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT
Advanced Excel	Advanced excel modelling	L2	✓	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/ any other institute
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q1	Online	1 hr.	NPTI/ iGoT/ any other institute
Office Procedure	Office protocols, communication and workflow	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and financial assessments, contract negotiation, and supplier relationship management	L1	✓	✓	✓	Q2	Phygital	3 hrs.	NSB/any other institute

Name of Training Course (Thermal)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/ any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q4	Online	6 hrs.	IIPA/ any other institute
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	✓	✓	✓	Q1	Online	1.5 hrs.	NPTI/ any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1	Online	1.5 hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/ any other institute
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/ any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	-	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy/



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Name of Training Course (Thermal)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
									any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	✓	✓	✓	Q4	Online	8 hrs.	IIPA/ any other institute

Table 100: Training Calendar for Hydro Wing

Name of Training Course (Hydro)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
DOMAIN TRAININGS									
Hydro Power Schemes and Major Policies	Know-how of National Hydro Power Policy, Small Hydro Power Policy, Hydro Power Development Policy, National Electricity Policy, National Electricity Plan, National Tariff Policy etc.	L1	✓	✓	✓	Q1	Online	3 hrs.	NPTI/any other institute
Hydro Simulator Training	Hands-on experience in operating a hydro power plant and related technical and operational nuances of the same	L2	-	✓	✓	Q1	Physical	6 hrs.	NPTI/CBIP/any other institute
DPR Preparation, Project Financing, Cost Estimates	Preparation of DPR, project finance concepts and application	L1	-	-	✓	Q1	Online	In Development	iGoT
Project Monitoring	Concepts of project monitoring of under-construction hydro projects; Regulations concerning time and cost-overrun of under-construction hydro projects	L3	✓	✓	✓	Q1	Online	2 hrs.	iGoT
Best Practices in O&M of Hydro Power Plants	O&M best practices	L1	-	-	✓	Q2	Physical	4 days	ESCI/any other institute
Training on Computer Aided Design (AUTOCAD)	AUTOCAD knowledge	L1	-	-	✓	Q2	Online	In Development	iGoT
Optimization of storage in hydro power projects	Storage concepts in hydro projects	L2	-	✓	✓	Q2	Physical	1 day	NPTI/any other institute
Power potential studies of storage hydro power projects	Storage concepts in hydro projects	L1	-	✓	✓	Q2	Physical	1 day	NPTI/any other institute
Tariff regulations and economics of hydro power	Tariff regulations for hydro sector	L2	-	✓	✓	Q2	Online	1 day	NPTI/any other institute

Name of Training Course (Hydro)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
projects and pumped storage projects									
Hydro Station O&M	Hydro plant O&M parameters and norms for performance; CERC regulations on the same	L2	-	-	✓	Q3	Physical	1 week	TPSDI/any other institute
Renovation Modernization, Upgrading of Hydro Power Plant	Regulations around R&M of hydro plants, safety compliance for renovation & modernization of hydro projects	L1	-	✓	✓	Q3	Phygital	1 day	NSB/any other institute
Hydro O&M practices	Best practices in O&M of hydro plants	L2	-	✓	✓	Q3	Physical	3 days	CBIP/any other institute
Monetization of ancillary benefits in different countries	Monetization of ancillary benefits in different countries	L1	-	✓	✓	Q3	Physical	1 day	NPTI/CBIP/any other institute
Global Standards and Innovations in Pumped Storage Hydropower	Global standards for pumped storage projects	L1	✓	✓	✓	Q3	Physical	1 day	NPTI/CBIP/any other institute
Risk Management for Hydro Projects	Time and cost over-run regulations and remedial measures for the same; risk management framework	L1	✓	✓	✓	Q4	Online	3 hrs.	NPTI/any other institute
Comprehensive Training on Pumped Storage: Design, Implementation, and Management	Various pumped storage concepts	L1	✓	✓	✓	Q4	Physical	2 days	NPTI/CBIP/any other institute
Advanced Workshop on Pumped Storage Projects: International Case Studies and Site Visits	Case studies on pumped storage projects	L1	✓	✓	✓	Q4	Physical	2 days	NPTI/CBIP/any other institute
FUNCTIONAL TRAININGS									

Name of Training Course (Hydro)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phygital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT
Advanced Excel	Advanced excel modelling	L2	✓	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/ any other institute
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q1	Online	1 hr	NPTI/ iGoT/ any other institute
Office Procedure	Office protocols, communication and workflow	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and financial assessments, contract negotiation, and supplier relationship management	L1	✓	✓	✓	Q2	Phygital	3 hrs.	NSB/ any other institute

Name of Training Course (Hydro)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
DPR Preparation, Budgeting and Cost Estimates	Concepts of DPR preparation, cost estimation techniques, budgeting for the project, cost control measures and financial estimates	L1	✓	✓	✓	Q2	Phygital	6 hrs.	NSB/ any other institute
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/ any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q4	Online	6 hrs.	IIPA/ any other institute
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	✓	✓	✓	Q1	Online	1.5 hrs.	NPTI/any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1	Online	1.5 hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/any other institute

Name of Training Course (Hydro)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/ any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	-	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy/ any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	✓	✓	✓	Q4	Online	8 hrs.	IIPA/ any other institute

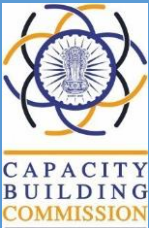
Table 101: Training Calendar for Power Systems Wing

Name of Training Course (Power Systems)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
DOMAIN TRAININGS									
Transmission Schemes and Major Policies	Know-how of key power sector policies and major transmission schemes/policies - National Electricity Policy, National Electricity Plan, National Tariff Policy, National Grid Code, Green Energy Corridors project	L1	✓	✓	✓	Q1	Online	2 hrs.	NSB/any other institute
Power System Studies & Load Dispatch	Principles and practices of managing, operating and controlling the grid infrastructure; Technical aspects of grid management, including load balancing, voltage control	L1	-	✓	✓	Q1	Physical	3 days	NPTI/any other institute
Best Practices in Distribution O&M	Transmission lines and sub-stations O&M parameters and norms for performance; CERC regulations on the same	L1	-	✓	✓	Q1	Online	3 hrs.	NPTI/any other institute
Electrical Safety and Inspections of Electrical Installations	Know-how of electrical safety and process for carrying out inspections of electrical installations as per CEA regulations on the same	L1	✓	✓	✓	Q1	Online	6 hrs.	NPTI/CBIP/any other institute
Power system protection - Protection principles, Application and analysis	Principles of power system protection	L1	-	-	✓	Q2	Physical	3 days	CBIP/any other institute
Power System Reliability	Technical aspects of grid management, including load balancing, voltage control; transmission reliability indices	L2	✓	✓	✓	Q2	Online	4 hrs.	NPTI/any other institute
Power Trading & Cross Border Trade of Electricity	Know-how of regulations around power trading and related concepts; rules and regulations governing the same including Cross Border Trade of Electricity	L1	-	-	✓	Q2	Phygital	6 hrs.	NSB/any other institute
Grid compliance regulations, standards and policies	Grid compliance	L1	-	✓	✓	Q2	Online	3 hrs.	NPTI/any other institute

Name of Training Course (Power Systems)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
SCADA in transmission system	SCADA concepts	L1	-	-	✓	Q2	Physical	3 days	CBIP/any other institute
Clean Energy and Electric Vehicle Charging Technology	Guidelines and frameworks on energy transition, climate change, voluntary star labeling of appliances, EV charging infrastructure	L2	✓	✓	✓	Q2	Online	3 hrs.	NPTI/any other institute
Programming in Python/ R language	Software programming to develop simulation software in-house related to load flow studies and Induced Voltage calculation	L1	-	✓	✓	Q3	Phygital	3 days	NPTI Bengaluru/ ESCI/any other institute
Electrical Safety Procedures & Accident Prevention	Electrical Safety Procedures & Accident Prevention	L1	-	-	✓	Q3	Physical	4 days	ESCI/CBIP/ any other institute
Power System Protection - Principles, Protection Relays and Fault Analysis	Power System Protection - Principles, Protection Relays and Fault Analysis	L1	-	✓	✓	Q3	Physical	4 days	ESCI/any other institute
Power System Communication and SAS	Knowhow of networking fundamentals, communication protocols, interfaces, SCADA , IEC 61850 standard for substation automation and advanced technologies	L1	-	✓	✓	Q4	Physical	6 hrs.	NPTI/any other institute
Monitoring and troubleshooting of communication network (i.e. UNMS)	Knowhow to make maximum use of Unified Network Management System (UNMS) for monitoring of grid's communication network; calculating it's availability and integrating the planning software to prepare optimum and realistic Communication Plan commensurate with expansion of transmission system	L1	-	✓	✓	Q4	Physical	6 hrs.	NPTI/any other institute
FUNCTIONAL TRAININGS									

Name of Training Course (Power Systems)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L2	✓	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phygital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT
Advanced Excel	Advanced excel modelling	L2	✓	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/ any other institute
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q1	Online	1 hr.	NPTI/ iGoT/ any other institute
Office Procedure	Office protocols, communication and workflow	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Effective Tendering and Bidding Strategies	Technical and financial bid preparation; Bid submission process and RFP/RFQ interpretation	L1	✓	✓	✓	Q3	Online	3 hrs.	NSB/NPTI/ any other institute

Name of Training Course (Power Systems)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/ any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q4	Online	6 hrs.	IIPA/ any other institute
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	✓	✓	✓	Q1	Online	1.5 hrs.	NPTI/any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1	Online	1.5 hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/ any other institute
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/ any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	-	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy/



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Name of Training Course (Power Systems)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
									any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	✓	✓	✓	Q4	Online	8 hrs.	IIPA/ any other institute

Table 102: Training Calendar for Grid Operations & Distribution (GO&D) Wing

Name of Training Course (GO&D)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
DOMAIN TRAININGS									
RDSS scheme covering smart meters, AMI, SCADA	Provisions and guidelines of RDSS scheme including roadmap of smart meters, AMI installations etc.	L1	✓	✓	✓	Q1	Online	6 hrs.	NPTI/any other institute
Smart Meters	Concepts of smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities, techno-commercial aspects of smart meters	L2	✓	✓	✓	Q1	Online	In Development	iGoT
Indian Electricity Grid Code and Grid Standard	Know-how about how the Scheduling, Dispatch and Accounting are done in power sector and also about power system operation, protection and resource planning are done in Indian Power Sector.	L1	-	✓	✓	Q1	Online/Physical	2 days	NPTI/any other institute
Indian Power Market	CERC Power Market Regulation and Indian Power markets: Long Term, Short Term, Power Exchanges, Traders, Day Ahead Market, Real Time Market, Green Day Ahead Market, Term Ahead Market, Carbon Market, HP-DAM etc.	L1	-	✓	✓	Q1	Online/Physical	1 day	NPTI/any other institute
Basics of tariff formulation, accounting and billing of electricity	Basics of tariff determination principles	L1	-	✓	✓	Q1	Online/Physical	1 day	NPTI/any other institute
Crisis and Disaster Management for Power Sector	Issues concerning crisis and disaster management plan for the sector	L1	✓	✓	✓	Q2	Physical	2 days	CBIP/any other institute
Renewable Energy Sources and Grid Integration	Technical concepts related to integration of renewables including balancing sources requirement, energy storage, grid balancing etc.	L1	✓	✓	✓	Q2	Online	3 hrs.	NSB/any other institute

Name of Training Course (GO&D)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
Smart Meter Integration - PMU Asset Management in T&D Utilities	Smart Meter Integration - PMU Asset Management in T&D Utilities	L2	-	✓	✓	Q2	Physical	4 days	ESCI/any other institute
SCADA for Transmission System Operation	SCADA operation and application for transmission system operation	L1	-	✓	✓	Q2	Physical	3 days	TPSDI/CBIP/any other institute
Smart Grid & Smart Metering Technologies	Concepts of smart grid, smart metering technologies and applications	L1	-		✓	Q2	Physical	4 days	ESCI/CBIP/any other institute
Electric utility system functions and operations	Develop know-how of electric utility systems, processes and operations including load dispatching, system monitoring and maintenance of the same	L1	✓	✓	✓	Q2	Online	2 hrs.	NPTI/any other institute
Innovative Practices and Financial Health of the DISCOMs Issues & Challenges	DISCOM issues and challenges	L1	-	✓	✓	Q2	Physical	3 days	ESCI/any other institute
Techno-financial feasibility study in distribution projects	Techno-financial feasibility study of distribution projects	L1	-	✓	✓	Q2	Online/Physical	1 day	NPTI/any other institute
Open access and power purchase agreements	Open access and PPA	L1	-	✓	✓	Q3	Online	3 hrs.	CERC/any other institute
Distribution Automation & SCADA	Concepts of distribution automation	L1	-	-	✓	Q3	Physical	3 days	ESCI/any other institute
Electrical System Protection	Electrical protection systems	L1	✓	✓	✓	Q3	Phygital	3 hrs.	NPTI/ESCI/CBIP/any other institute

Name of Training Course (GO&D)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
Distribution Transformers: New trends, challenges, failure and maintenance	Understanding of Distribution Transformers: New trends, challenges, failure and maintenance	L2	✓	✓	✓	Q4	Online	2 hrs.	NPTI/CBIP/ any other institute
Identifying transmission and distribution requirements, assessing future power demands	T&D aspects	L1	-	-	✓	Q4	Online	3 hrs.	NPTI/CBIP/ any other institute
DSM Program Design and Management	DSM concepts	L1	-	-	✓	Q4	Physical	6 Hrs.	EESL/ Association of Energy Engineers/ any other institute
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing presentations for carrying out day-to-day work	L2	✓	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phygital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT
Advanced Excel	Advanced excel modelling	L2	✓	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/ any other institute

Name of Training Course (GO&D)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q1	Online	1 hr.	NPTI/ iGoT/ any other institute
Office Procedure	Office protocols, communication and workflow	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Effective Tendering and Bidding Strategies	Technical and financial bid preparation; Bid submission process and RFP/RFQ interpretation	L1	✓	✓	✓	Q3	Online	3 hrs.	NSB/NPTI/ any other institute
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q4	Online	6 hrs.	IIPA/ any other institute
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	✓	✓	✓	Q1	Online	1.5 hrs.	NPTI/ any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1	Online	1.5 hrs.	iGoT

Name of Training Course (GO&D)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/any other institute
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/ any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	-	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy /any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	✓	✓	✓	Q4	Online	8 hrs.	IIPA/ any other institute

Table 103: Training Calendar for Economic & Commercial (E&C) Wing

Name of Training Course (Economic & Commercial)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
DOMAIN TRAININGS									
Ensuring Regulatory Compliance and Monitoring	Knowledge of standards of performance set by regulatory authorities, compliance and monitoring KPIs and frameworks	L2	-	✓	✓	Q1	Online	3 hrs.	NSB/any other institute
Financial Norms and Regulations	Know-how of financial regulations applicable for project finance and financial appraisal purposes	L1	-	-	✓	Q1	Online	3 hrs.	NSB/any other institute
Fiscal Prudence and Governance	Principles of good governance and their application to fiscal management; fiscal responsibility, transparency and sustainability	L3	✓	✓	-	Q1	Online	3 hrs.	NSB/any other institute
Basics of Contract Management	Contract management principles	L1	-	-	✓	Q1	Online	6 hrs.	IIPA/any other institute
Auction methodologies	Auction methodologies	L2	-	✓	✓	Q1	Online	6 hrs.	NPTI/any other institute
Strategic Cost Management	Cost management techniques, control and cost reduction techniques	L2	-	✓	✓	Q2	Online	3 hrs.	NSB/any other institute
Project appraisal and finance	Project appraisal and finance	L2	-	✓	✓	Q2	Online/ Physical	2 days	KJ Somaiya Vidyavihar University/ any other institute
Energy Finance and Economic Analysis	Energy Finance and Economic Analysis	L2	-	✓	✓	Q2	Phygital	6 hrs.	TERI/ NSB/any other institute

Name of Training Course (Economic & Commercial)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Regulatory Issues in Power Sector	Knowledge of power sector issues	L1	-		✓	Q2	Online	6 hrs.	NPTI/any other institute
Ways of Enhancing Presentation Skills	Giving effective presentations using various presentation tools	L2	-	✓	✓	Q2	Online	1 hr. 30 mins	iGoT
Energy Derivatives	Concepts of energy derivatives and related application	L2	-	✓	✓	Q3	Online	6 hrs.	IIT Roorkee/IIM Ahmedabad /any other
Financial Modelling of Power Assets	Principles of financial modelling and related concepts	L3	✓	✓	-	Q3	Online	In Development	iGoT
Financial Modelling in Excel: A Hands-on Approach	Financial modelling	L1	-	-	✓	Q3	Online	In Development	iGoT
Fundamentals of Program and Project Management	Fundamentals of Program and Project Management	L1	-	-	✓	Q3	Online	9 hours	iGoT
Financial Management	Key financial and accounting principles applicable in modelling of power sector assets	L2	-	✓	✓	Q4	Online	6 hrs.	IIPA/any other institute
Contract Management	Project management techniques	L1	-	-	✓	Q4	Online	12 hours	iGoT
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing presentations for carrying out day-to-day work	L2	-	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phygital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT

Name of Training Course (Economic & Commercial)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
	Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite								
Advanced Excel	Advanced excel modelling	L2	-	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/any other institute
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	-	-	✓	Q1	Online	1 hr	NPTI/ iGoT/ any other institute
Office Procedure	Office protocols, communication and workflow	L1	-	-	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	-	-	✓	Q2	Online	2 hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	-	-	✓	Q2	Online	2 hrs.	iGoT
Effective Tendering and Bidding Strategies	Technical and financial bid preparation; Bid submission process and RFP/RFQ interpretation	L2	-	✓	✓	Q3	Online	3 hrs.	NSB/NPTI/ any other institute
Bid Evaluation and Vendor Selection	Bid evaluation criteria, vendor assessment methodologies, conduct technical and financial assessments, contract negotiation, and supplier relationship management	L2	-	✓	✓	Q2	Phygital	3 hrs.	NSB/ any other institute
DPR Preparation, Budgeting and Cost Estimates	Concepts of DPR preparation, cost estimation techniques, budgeting for the project, cost control measures, and financial estimates	L2	-	✓	✓	Q2	Phygital	3 hrs.	NSB/ any other institute

Name of Training Course (Economic & Commercial)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/ any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	-	-	✓	Q4	Online	6 hrs.	IIPA/ any other institute
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	-	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	-	-	✓	Q1	Online	1.5 hrs.	NPTI/ any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	-	-	✓	Q1	Online	1.5 hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	-	-	✓	Q1	Online	2 hrs.	iGoT
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	-	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	-	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/ any other institute
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/ any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	-	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy



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Name of Training Course (Economic & Commercial)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
									/any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	-	-	✓	Q4	Online	8 hrs.	IIPA/ any other institute

Table 104: Training Calendar for Office of PCE-I

Name of Training Course (Office of PCE-I)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
DOMAIN TRAININGS									
Training Program Design and Development including Training Need, Evaluation Assessments, Capacity Building Plan, Training Calendar	Expertise in capacity building methods including training program design, evaluation and assessment, stakeholder management	L2	✓	✓	✓	Q1	Online	6 hrs.	NPTI/any other institute
Trainings Need Assessment	Trainings needs in identified set of stakeholders and related training approaches for capacity strengthening	L2	✓	✓	-	Q2	Online	6 hrs.	TISS/any other institute
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing presentations for carrying out day-to-day work	L2	✓	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phygital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT
Advanced Excel	Advanced excel modelling	L2	✓	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/any other institute

Name of Training Course (Office of PCE-I)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q1	Online	1 hr.	NPTI/ iGoT/any other institute
Office Procedure	Office protocols, communication and workflow	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/ any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q4	Online	6 hrs.	IIPA/ any other institute
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	✓	✓	✓	Q1	Online	1.5 hrs.	NPTI/ any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1	Online	1.5 hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT

Name of Training Course (Office of PCE-I)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/any other institute
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/ any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy/ any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	✓	✓	✓	Q4	Online	8 hrs.	IIPA/ any other institute

Table 105: Training Calendar for Office of PCE-II

Name of Training Course (Office of PCE-II)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
DOMAIN TRAININGS									
Cyber Security of Power Sector	Understanding cyber security's importance and relevance in safeguarding critical infrastructure and improving power systems	L1	✓	✓	✓	Q1	Online	6 hrs.	NPTI/IIPA/ESCI /any other institute
Flexible operation of TPPs in India	Know-how of flexible operation of thermal plants and related parameters	L1	-	✓	✓	Q1	Physical	3 days	ESCI/any other institute
R&M of Thermal Power Plant/Station	Understanding of R&M aspects of thermal power stations	L1	-	-	✓	Q1	Physical	3 days	NPTI/any other institute
Environmental Issues and FGD Technology in TPPs	Environment norms for TPPs and its financial impact on cost of power	L1	-	-	✓	Q1	Online	6 hrs.	NPTI/any other institute
Low Carbon Development: Planning and Modelling	Technical concepts of low carbon technology, planning and modelling of the same	L1	-	-	✓	Q1	Online	3 hrs.	iGoT
800/660 MW Super Critical Thermal Power Plant Simulator	Hands-on experience of super critical thermal plants and related technical and operational nuances of the same	L1	✓	✓	✓	Q2	Physical	1 week	NPTI/any other institute
Emerging dynamics in Power Demand/Supply: Prices, Market products, Green energy markets, Future outlook	Emerging dynamics in Power Demand/ Supply (Prices, Market products, Green energy markets); Incentives/ subsidies for setting up EV charging infrastructure	L2	✓	✓	✓	Q2	Online	3 hrs.	NSB/any other institute
Hands-on on Cyber Forensics	Cyber security in power sector	L3	-	✓	-	Q2	Physical	10 days	National Forensic Sciences University (NFSU)
Certified Security Operations Center Practitioner	SOC Monitoring	L3	-	-	✓	Q2	Physical	5 days	Institute of Information

Name of Training Course (Office of PCE-II)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
									Security (IIS) Mumbai
Incidence Response	Malware analysis and reverse engineering	L3	-	✓	✓	Q2	Physical	2 days	Institute of Information Security (IIS) Mumbai
GeM for Sellers and Service Providers	Know of operation, rules & regulations governing Government E-Marketplace	L1	-	✓	✓	Q3	Online	3 hrs.	NPTI/any other institute
Designing of incentives/subsidies for setting up EV charging infrastructure	Modelling and process for setting up incentives/subsidies for EV charging infrastructure	L1	✓	✓	✓	Q3	Online	3 hrs.	NSB/any other institute
Cyber Incident Planning & Response	Cyber security in power sector	L3	-	-	✓	Q3	Online	60 days	Cyber Management Alliance
Cyber Attack Detection and Mitigation Techniques	Threat Hunting	L3	-	-	✓	Q3	Physical	4 days	IISC Bangalore
Open source application development in PHP, MySQL and Laravel framework	Understanding basics of SQL	L2	✓	✓	✓	Q4	Physical	1 week	ESCI/any other institute
New commercial technologies for electrification of industrial processes, emission norms of MoEFCC	Commercial technologies for electrification of industrial processes, emission norms of MoEFCC	L1	✓	✓	✓	Q4	Online	3 hrs.	NSB/any other institute
Public Procurement Framework of GOI	Public Procurement Principles and GeM	L1	-	✓	✓	Q4	Online	1 hr. 55 min	iGoT

Name of Training Course (Office of PCE-II)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing presentations for carrying out day-to-day work	L2	✓	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phygital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT
Advanced Excel	Advanced excel modelling	L2	✓	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/ any other institute
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q1	Online	1 hr.	NPTI/ iGoT/any other institute
Office Procedure	Office protocols, communication and workflow	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/ any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q4	Online	6 hrs.	IIPA/ any other institute

Name of Training Course (Office of PCE-II)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	✓	✓	✓	Q1	Online	1.5 hrs.	NPTI/ any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1	Online	1.5 hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/ any other institute
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/ any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy/ any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	✓	✓	✓	Q4	Online	8 hrs.	IIPA/any other institute

Table 106: Training Calendar for Office of Secretary

Name of Training Course (Office of Secretary)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
DOMAIN TRAININGS									
Review of Financial Concepts and Frameworks	Know-how of financial regulations applicable for project finance and financial appraisal purposes	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT
Strategic Cost management	Cost management techniques, control and cost reduction techniques	L1	✓	✓	✓	Q1	Online	In Development	iGoT
Budget planning and preparation, allocation and resource management	Know-how of fundamentals of budgeting, budgeting methods including zero based and incremental methods	L2	✓	✓	✓	Q1	Online	In Development	iGoT
Human Resource Management	Principles of Human Resource Management including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement; Broad level establishment guidelines of Ministry of Personnel for carrying HR administrative functions	L2	✓	✓	✓	Q1	Online	In Development	iGoT
DAKSHTA	Knowledge on APAR, Conduct Rules, Reply of RTI/Grievances, POSH Act etc.	L2	✓	✓	✓	Q2	Phygital	17 hrs.	iGoT
Budgetary System in Government	Principles of budgeting and approval in government organizations	L2	-	-	✓	Q2	Online	50 minutes	iGoT
Fiscal prudence and governance	Principles of good governance and their application to fiscal management; fiscal responsibility, transparency and sustainability	L2	-	-	✓	Q2	Online	In Development	iGoT
Financial planning and management, grant and fund management	Principles of financial planning and its role in achieving organizational goals; Grant proposal development and evaluation	L2	✓	✓	✓	Q2	Online	In Development	iGoT
Taxation	Taxation rules and regulations particularly governing the power sector	L1	✓	✓	✓	Q3	Online	In Development	iGoT

Name of Training Course (Office of Secretary)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Financial Management	Key financial and accounting principles applicable in modelling of power sector assets	L2	-	-	✓	Q4	Online	In Development	iGoT
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing presentations for carrying out day-to-day work	L2	✓	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phygital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT
Advanced Excel	Advanced excel modelling	L2	✓	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/any other institute
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q1	Online	1 hr	NPTI/ iGoT/ any other institute
Office Procedure	Office protocols, communication and workflow	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT

Name of Training Course (Office of Secretary)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Data Analysis in Government Bodies	Data analysis, interpretation and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q4	Online	6 hrs.	IIPA/ any other institute
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	✓	✓	✓	Q1	Online	1.5 hrs.	NPTI/ any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1	Online	1.5 hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/ any other institute
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/ any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy



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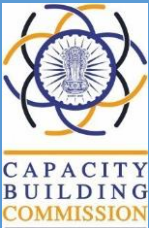
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Name of Training Course (Office of Secretary)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
									/any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	✓	✓	✓	Q4	Online	8 hrs.	IIPA/any other institute

Table 107: Training Calendar for Vigilance

Name of Training Course (Vigilance)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/AD				
DOMAIN TRAININGS									
Vigilance Policies and Procedures, Central Vigilance Commission Guidelines	Vigilance policies and procedures and Central Vigilance Commission guidelines	L1	✓	✓	✓	Q1	Online	In Development	iGoT
FUNCTIONAL TRAININGS									
MS Suite (Word, Excel, PowerPoint)	Know-how of documentation and developing presentations for carrying out day-to-day work	L2	✓	✓	✓	Q1	Online	12.5 hrs.	iGoT
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	-	✓	Q1	Phyigital	17 hrs.	iGoT
VIKAS Course	Know-how of government provisions related to budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	✓	-	Q1	Online	2 hrs.	iGoT
Advanced Excel	Advanced excel modelling	L2	✓	✓	✓	Q1	Online	6 hrs.	iGoT/ NSB/ NPTI/any other institute
Meetings (E.g.- MS Teams, Webex)	Virtual meeting platforms and conducting productive online meetings	L1	✓	✓	✓	Q1	Online	1 hr	NPTI/ iGoT/ any other institute
Office Procedure	Office protocols, communication and workflow	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Stakeholders in Governance	Identifying and engaging stakeholders in government processes	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT

Name of Training Course (Vigilance)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Central Government Employees Group Insurance Scheme (CGEGIS)	Understanding of central government insurance benefits and features	L1	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Data Analysis in Government Bodies	Data analysis, interpretation, and policy decisions	L1	-	-	✓	Q3	Online	3 hrs.	NPC/any other institute
Digital Transformation in Governance	Latest digital technologies adopted in government bodies	L1	✓	✓	✓	Q4	Online	6 hrs.	IIPA/any other institute
BEHAVIOURAL TRAININGS									
Effective Communication	Verbal and written communication skills	L2	✓	✓	✓	Q1	Online	5.5 hrs.	iGoT
Presentation Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L1	✓	✓	✓	Q1	Online	1.5 hrs.	NPTI/ any other institute
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1	Online	1.5 hrs.	iGoT
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q1	Online	2 hrs.	iGoT
Interpersonal Skills	Nuances of communication, empathy, and collaboration techniques for interpersonal skill development	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Conduct Rules	Ethical behavior and professional conduct practices	L3	✓	✓	✓	Q2	Online	2 hrs.	iGoT
Teamwork	Collaboration, roles, and group dynamics; team exercises	L2	-	✓	✓	Q2	Online	1.5 hrs.	NPTI/ any other institute



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Name of Training Course (Vigilance)	Competency addressed	Level of Course	Designation			Quarter	Currently available training mode	Duration	Training providers/ platform
			CE	Dir	DD/ AD				
Effective Leadership and Conflict Management	Vision, strategy, and decision-making techniques as leaders; Conflict resolution techniques and negotiation strategies	L1	✓	✓	-	Q3	Physical	3 days	ATI Kolkata/ any other institute
Negotiation Skills	Negotiation strategies, tactics, and deal-making; case studies and examples	L3	✓	✓	✓	Q3	Online	1.5 hrs.	NPTI/ NSB/Udemy / any other institute
Ethics and Governance	Legality of government action; rationality in policy and decision making; enhance awareness of the risks of corruption	L1	✓	✓	✓	Q4	Online	8 hrs.	IIPA/ any other institute

Please note that the suggested training calendar, training programs, and training institutes for a typical employee lifecycle, as well as budget provisions, are **indicative and can be modified and customized by CEA according to their organizational and individual needs.**

Intervention timeframe (Course completion and conversion)

The following interventions on completion of courses and conversion to e-learning module needs to be achieved within the below specified timeframe:

Table 108: Interventions Timeframe

Timeframe of Interventions	Interventions
Short term (Within 3 months)	<ul style="list-style-type: none"> Ensure that all staff are onboard the iGoT platform Development of about 20 and 30 domain courses into e-learning modules on iGoT
Medium term (Within 6 months)	<ul style="list-style-type: none"> Completion of DAKSHATA courses on iGoT by all employees Development of about 30 domain courses into e-learning module on iGoT
Long term (6 months – 1 Year)	<ul style="list-style-type: none"> Conversion of remaining domain courses in e-learning format on iGoT

Training Program for a Typical Employee Life Cycle in CEA

An illustration of a training calendar program covering the complete employee life cycle from induction, mid-career (experiential learning) and various refresher courses at regular intervals of the employee career span is detailed below. The usual employee hierarchy which CEA follows is AD -> DD -> Dir -> CE (i.e. Assistant Director -> Deputy Director -> Director -> Chief Engineer)

1. The induction program is for the new joiners i.e. Assistant Director (AD) and would typically be for 9-10 weeks. This would be a mix of online and offline courses on power sector overview, including generation, transmission, distribution, renewables, trading and power exchanges, regulatory area etc. which the employee is expected to undertake as part of the induction training to get geared up for his job at CEA
2. Field exposure will be a hands-on training program wherein an employee is deputed at one of the power sector organizations and is expected to carry out learning on-the-job at the deputed place. This program would be for a minimum period of 8 months (by 7th/8th year of employee life cycle). This would typically be held at institutes such as NTPC, POWERGRID, NHPC, THDC, SJVN and others which are leading power sector PSUs in the country. By 9th -20th year of employee life cycle (or till officer becomes eligible for SAG) an employee is expected to have a minimum of 52 months hands-on exposure and/or field experience.
3. Mid-career trainings will be held at regular intervals of the employee life cycle usually linked to the promotion cycle of the employee. These would typically be undertaken when the employee is promoted to the next level and customized according to the needs at that level. These would typically be held for 1-2 weeks duration at partner training institutes such as NTPC, NHPC, PowerGrid and others. Suggested courses will be according to the designation of the employee

and as per the prevailing requirements of the power sector. This would be applicable for Deputy Directors, Directors and Chief Engineers

4. Additionally, an employee is expected to undertake online courses such as those on i-GoT, Udemy, Coursera and other digital platforms (e-learning) at regular intervals such as 1 training program every month. This has to be monitored by the designated division/nodal officer and suitably incentivized by either being linked to promotion or recognized at internal award platforms. The detailed list of online courses have already been detailed alongside the respective wings according to their suitability for the respective wing
5. All the above trainings will be a mix of domain, functional and behavioural trainings as already outlined separately for the different wings
6. The mix of training programs will vary depending upon the institute and availability of courses with the respective training institutes at that point of time

The training program for a typical employee life cycle journey is as below.

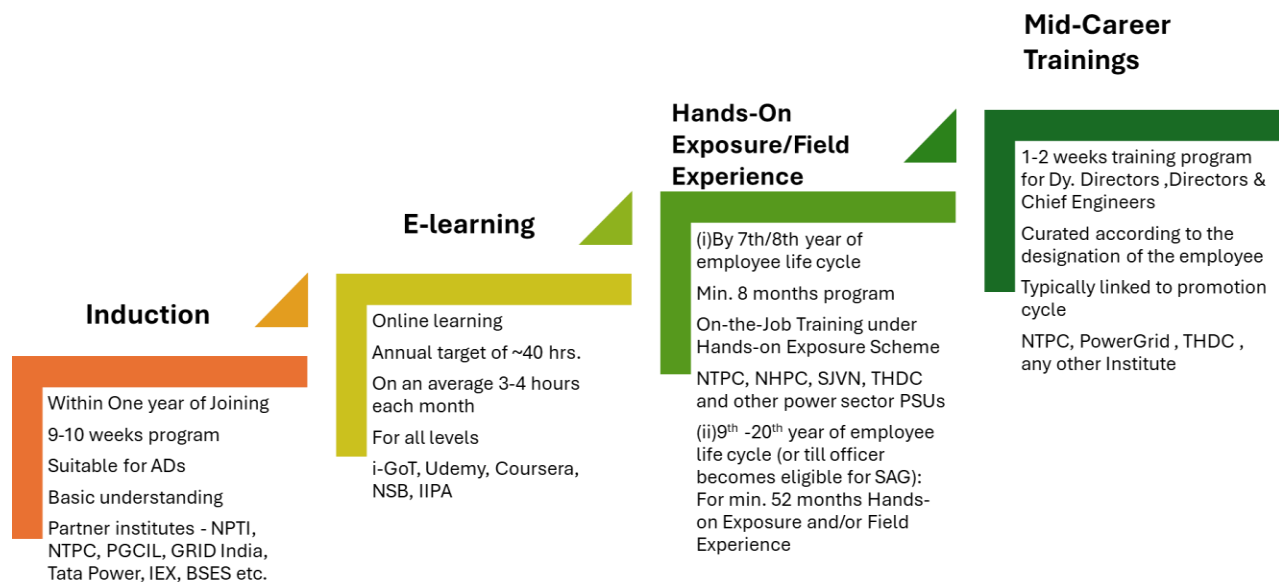


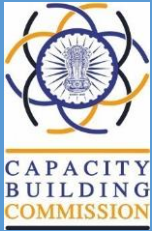
Table 109: Training Program across the Employee Life Cycle

S. No.	Parameter	Induction	E- Learning	Field Experience	Mid-Career Training (Deputy Director)	Mid-Career Training (Director)	Mid-Career Training (Chief Engineer)
1	Employee Life Cycle	Within one year of joining	Regular intervals every 1 month	7 th – 8 th year approx.	7-9 th year approx.	12-15 th year approx.	17-20 th year approx.
2	Duration	9-10 weeks	3-4 hours each month; annual target 40 hours	Min. 8 months; 9 th -20 th year of employee life cycle (or till officer becomes eligible for SAG): For min. 52 months	1-2 weeks	1-2 weeks	1-2 weeks
3	Designation	Assistant Director	For all levels	As per employee cycle	Deputy Director	Director	Chief Engineer
4	Suggested courses						
4.1	Across different wings	<ul style="list-style-type: none"> Regulatory Framework of Power Sector Introduction to Indian and Global Power Scenario Thermal Power Plant Technology, Thermal Simulator Hydro Power Generation, Renewable Energy and Grid Interface Technology Smart meter operation and AMI Power Transmission 	<ul style="list-style-type: none"> Major Acts, Schemes and Policies in the Power sector Cyber Security Energy Modelling Advanced Excel DAKSHTA VIKAS course Market Operation and Regulatory Affairs Thermal Schemes and Policies Hydro Power Generation Technology 	<ul style="list-style-type: none"> On-the-job Training under Hands-on Exposure Scheme 	<ul style="list-style-type: none"> Project Monitoring Integration of RE and non-RE energies in the Indian context Flexible operation of TPPs Innovations in Distribution Networks Emerging Technologies in Power Sector and Challenges Financial Management including tariff 	<ul style="list-style-type: none"> Emerging Technologies in Power Sector and Challenges Practicing Art of Strategic Persuasion Conflict Resolution Project Planning & Delegating Managing Effective Meetings Making Change Happen Contract 	<ul style="list-style-type: none"> Building High Performance Teams Negotiation Skills Emotional Intelligence for Effective Leadership Managing and Leading Self Influencing Skills Leading for Organizational Excellence Understanding Team Dynamics Leadership Styles

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S. No.	Parameter	Induction	E- Learning	Field Experience	Mid-Career Training (Deputy Director)	Mid-Career Training (Director)	Mid-Career Training (Chief Engineer)
		<ul style="list-style-type: none"> Energy Transition Digitalization in power sector; New technologies like AI, Blockchain Finance for Non-Finance Professionals General Management and Interpersonal Skills MS Office Suite Presentation Skills Communication Skills 	<ul style="list-style-type: none"> Power System Operation AI for Digital Transformation SQL, HTML training Office Procedure Bid Evaluation and Vendor Selection Stakeholders in Governance 		<ul style="list-style-type: none"> structure of power sector Green Hydrogen Power Market & Power Trading Mechanism Battery Storage Carbon Trading New Innovations in Hydro Sector Finance for Non-Finance Professionals Transformational Leadership Communication, Team Building & Presentation Skills 	<ul style="list-style-type: none"> Management and Negotiation Skills Talent Management Leadership Innovation Finance for Energy Sector Professionals 	<ul style="list-style-type: none"> Leading Innovation Fostering Innovation-Driven Culture Finance for Corporate Leaders Emerging Technologies in Power Sector and Challenges
4.2	Partner institutes	NPTI, NTPC, PGCIL, GRID India, Tata Power, IEX, BSES, CERC, DERC, PTC, BHEL, NISE & Others	i-GoT, Udemy, Coursera, NSB	NTPC, NHPC, SJVN, THDC and other power sector PSUs	NTPC, PowerGrid, THDC, any other institute	NTPC, PowerGrid, THDC, any other institute	NTPC, PowerGrid, THDC, any other institute



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ACBP Indicative Budget for FY 2024-25 for Annual Training Program

On the basis of the training calendar highlighted above, the annual estimated budget requirement for a scenario for FY 2024-25 is worked out as below.

1. The estimated expenditure for the induction and refresher courses at various employee levels for the present financial year basis available information. The mid-career program with deputation of the concerned employees at respective PSUs is expected to result in negligible extra cost (other than travel allowance for the respective location).
2. Digital courses available on online platforms such as i-GoT, Udemy, Coursera etc. are available free of cost and employees should be encouraged to derive maximum benefit out of these. Employees should be encouraged to complete atleast 1-2 training programs every month on these digital platforms
3. An indicative costing for the envisaged common and domain specific training programs for CPES officers is as below

Table 110: Indicative Budget for FY 2024-25

No.	Training Name	No. of participants/batches	Duration	Approx. Cost	Remarks
A Common Training Programs					
1	Induction Training of Assistant Directors (ADs)	80 participants* (in 3 batches)	9-10 weeks/ per batch	Rs. 1,20,00,000/-	
2	Mid-Career Training of Deputy Directors (DDs)	2 batches (20 participants per batch)	1 week/per batch	Rs. 14,40,000/-	
3	Mid-Career Training of Directors (Ds)	2 batches (15 participants per batch)	1 week/per batch	Rs. 16,00,000/-	
4	Mid-Career Training of Chief Engineer (CEs)	1 batch (15 participants per batch)	1 week/per batch	Rs. 9,30,000/-	
B Domain Specific Trainings as per Tables 97 to 107					
5	Domain Specific Trainings	Through specific training programs	Conducted throughout the year on regular basis	Rs. 1,20,00,000/-	Domain specific training are conducted throughout the year as per the requirement of the division/wing
6	TOTAL			Rs. 2,79,70,000 (Rs. 2.8 Crore)	

* Note: Depending upon vacancies sent to UPSC each year; In FY 2024-25, 80 ADs are expected to join

The fund required for meeting expenditure to be demanded and managed through budget source from time to time by CEA for these domestic trainings and also for foreign trainings of its employees.

The budget for the training of CPES officers is allocated by MoP.

Suggested training calendar, training programs, and training institutes for a typical employee lifecycle, as well as budget provisions, are indicative and can be modified and customized by CEA according to their organizational and individual needs.

Annual Capacity Building Plan at Organizational Level

Organizational capacity building is essential to improve their efficiency, effectiveness, and transparency. Key dimensions of Organizational capacity building include technology and data, systems and processes, resources and assets, partnerships and relationships, and personnel management. Key dimensions include:

- **Technology and Data:** Implementing technological solutions to enhance functionality, such as software for automation and data management
- **Systems and Processes:** Enhancing day-to-day functioning through improvements in systems and processes, such as monitoring mechanisms, standard operating procedures (SOPs), learning and knowledge management systems
- **Resources and Assets:** Investing in facilities, equipment, and technology to support the organization's work
- **Partnerships and Relationships:** Building and nurturing external partnerships with other ministries, technical and research institutions, and global organizations
- **Personnel Management:** Overseeing functions related to managing human capital, such as performance appraisals, performance management, and succession planning

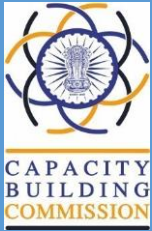
A set of interventions have been identified for CEA based on consultations with division personnel and a comprehensive needs assessment. The table below lists the interventions designed to improve the organization's ability to effectively deliver its mandate.

Table 111: Organizational Capacity Building

Dimension	Identified need	Recommendations	Timeline
Technology and Data	<ul style="list-style-type: none"> • Lack of an integrated monitoring dashboard/database management tool for training database, record-keeping and other data for compliance reporting • Lack of an online knowledge repository which has all key documents, learning resources, previous training material, specific references etc. division-wise accessible to all CEA personnel through a shared platform such as IMS • Lack of in-house software tools for project monitoring 	<ul style="list-style-type: none"> • Prepare digital content to provide trainings on e-office, NIC services and platforms, VPN and IT security, and IT and admin processes, latest technologies such as AI, ChatGPT etc. • Digital Training - Induction, Functional & Behavioral, Specific Domain Courses accessible to all personnel through iGoT • Energy Assist - Implement an AI/ChatGPT-based chatbot to address queries, access information, and raise service requests • Knowledge Repository - Develop a knowledge repository division-wise which has key documents, learning resources, previous training material, specific references etc. accessible to all 	Within 12 months of ACBP roll-out

Dimension	Identified need	Recommendations	Timeline
		<p>CEA personnel through an integrated online platform</p> <ul style="list-style-type: none"> • Integrated Monitoring Dashboard - Database management tool for training database, record-keeping and compliance reporting • Online Library - Content of library including various journals and books should be made available in online mode with easy access to all staff members 	
Systems and Processes	<ul style="list-style-type: none"> • Improved mail management including identifying, following up and disposing of action items with better tracking • No incentive/motivation to attend training programs • Enhance training and knowledge transfer by addressing technical knowledge gaps, on-the-job training resources and structured handover guidelines • Keeping up with technological advancements, global best practices, and policy developments 	<ul style="list-style-type: none"> • Improve mail management by implementing E-file alerts and red flag software for follow ups and task completion • Institutionalization of Trainings - Linkage of trainings with career progression and promotion incentive • Firm up policy for training (induction, mid-career, refresher and foreign) • Conducting fortnightly or monthly knowledge-sharing sessions, or "Kiosks," with technical experts from PSUs for addressing technical queries and dedicating time for voluntary learning to enhance domain competencies • Engage with private sector and industry on a quarterly/ semi-annual basis to keep abreast of the latest technological advancements in the power and energy sector • Improve domain skills by ensuring formal tagging of each official to courses, establishing a dashboard linked to the iGoT platform, and setting up system-generated alerts for non-compliance with minimum annual training requirements • Conducting periodic internal surveys to assess the demand for specific training and courses 	Within 12 months of ACBP roll-out
Resources and Assets	<ul style="list-style-type: none"> • Improve and streamline administrative aspects related to acquisition of essential utilities like printers and laptops and repair & maintenance of the same 	<ul style="list-style-type: none"> • Develop a system that considers workload indicators to ensure equitable distribution of tasks • Streamline administrative processes to expedite the procurement of 	Within 6 -8 months of ACBP roll-out

Dimension	Identified need	Recommendations	Timeline
	<ul style="list-style-type: none"> Upgrade IT infrastructure, including the latest operating systems and processors, such as i7, to improve overall efficiency Improve the office setting to create a more positive and motivating work environment Lack of space planning 	<p>essential resources and improve workflow efficiency</p> <ul style="list-style-type: none"> Invest in upgrading IT infrastructure, including enhanced internet speed to boost overall efficiency and productivity of staff Address the need for a more suitable office environment, including the provision of additional space, to boost employee motivation and morale 	
Partnerships and Relationships	<ul style="list-style-type: none"> Limited intra-divisional and intra-working knowledge sharing Emphasize the insights gained from foreign and domestic training programs in day-to-day work Recognize the importance of timely information flow from external stakeholders such as CPSEs and appoint liaison officers to ensure effective coordination 	<ul style="list-style-type: none"> Peer Learning - Develop a structured program for knowledge sharing sessions across all divisions ensuring the dissemination of valuable insights and upload on the digital archive Recognize and reward participation in knowledge sharing activities to foster a culture of learning and collaboration Encourage employees to actively seek opportunities to apply their training learnings and report on their implementation Appoint liaison officers for timely and effective coordination with external stakeholders International Stakeholder Engagement - Establish framework and process to engage with international bodies for information sharing, capacity building Formulate partnerships and/or MOUs with PSUs, academia for workshops, conferences, exposure/ immersion visits, training programs with a focused approach 	Within 6-8 months of ACBP roll-out
Personnel Management	<ul style="list-style-type: none"> Lack of review of employee workload No formal processes/incentives for recognizing and rewarding meritorious staff 	<ul style="list-style-type: none"> Develop an incentive mechanism, such as a Reward and Recognition system, to motivate officials volunteering to become trainers, particularly for domain areas and functional needs Continue recognizing and honoring meritorious staff through awards, particularly during events like Hindi Pakhwada, foundations days, etc. Encourage leadership to take a more active role in promoting work commitment, boosting team morale, and motivation 	Within 12 months of ACBP roll-out



Capacity Building Commission, Government of India

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

Dimension	Identified need	Recommendations	Timeline
		<ul style="list-style-type: none">• Establish an annual division-level calendar for <i>"Leadership and Team Building Retreat,"</i> aiming to:<ul style="list-style-type: none">• Communicate the vision and mandate• Foster stakeholder discussion, brainstorming, and community building• Address challenges and key strategic areas of work in the upcoming year	

V. Monitoring and Evaluation (M&E) Framework

A Monitoring and Evaluation (M&E) framework for capacity building training interventions is a crucial component of any comprehensive training program. It serves as a systematic and structured approach to assess the effectiveness, impact and efficiency of the training initiatives.

Purpose and Significance:

- The primary purpose of an M&E framework in the context of capacity building training is to measure the extent to which the training interventions are achieving their intended objectives and outcomes
- It helps in making data-driven decisions, refining training strategies, and ensuring that resources are optimally allocated
- The framework provides a mechanism to track and report on the progress and impact of training, aiding accountability, and transparency

M&E Framework Components:

1. **Responsibility allocation:** Responsibility for M&E to be allocated clearly and explicitly across all levels of the organization, from senior management to program staff. This will ensure that everyone is accountable for their role in planning, implementing, monitoring, and evaluating programs and activities.

Table 112: Framework for Responsibility Allocation

S. No.	Suggested Activities	Responsibility	Reporting and accountability	In consultation with	Approval of	Informed to
1.	Organizational Interventions	CBU	Nodal Officer from CBU	Chairperson, Members, PCE-I, PCE-II and Secretary	Chairperson	CBC
2.	Immersion Trainings	CBU	Nodal Officer from CBU	Wing Heads	Chairperson	CBC
3.	Cross-cutting Trainings	CBU	Nodal Officer from CBU	Wing Heads	Chairperson	CBC
4.	Wing-wise Trainings	HRD Division	Nodal Officer from CBU	Wing Heads	Chairperson	CBC
5.	Division-wise Trainings	HRD Division	Nodal Officer from CBU	Wing Heads	Chairperson	CBC

S. No.	Suggested Activities	Responsibility	Reporting and accountability	In consultation with	Approval of	Informed to
6.	Data Collection (Baseline and Feedback)	HRD Division	Nodal Officer from CBU	PCE-I	CBU Head	CBC

2. **Data Collection and Analysis:** To ensure training effectiveness, data should be collected after each training. The data should also capture the KPIs mentioned in the tables above. In addition to that, a quarterly survey should be used to collect data on overall training effectiveness and understand long term impact.
3. **Monitoring Mechanisms KPIs:** These are specific, measurable indicators that are aligned with the training objectives and help in quantifying the impact of the training.

Table 113: Monitoring and Evaluation Framework Matrix

S No.	Date of Entry	Intervention/ Course Name	Institute Name/ Partner Organization	Recommended Participation (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Source of Data (ex: attendance sheets, iGoT records, etc.)	Start Date	End Date	KPI completed (Y/ N)	General feedback for the course
1.	01-Dec-24	POSH	iGoT	453	453	350	iGoT record	1 st Oct 24	31 st Oct 24	Y	Should be in multilingual language
2.	01-Dec-24	DAKSHTA	iGoT	340	340	290	iGoT record	1 st Oct 24	31 st Oct 24	Y	Good
3.	01-Dec-24	Overview of power sector	NPTI	340	340	250	Attendance sheet	4 th Nov 24	30 th Nov 24	Y	Good

Note: Table filled on an illustrative basis

The below table will clearly define the criteria that will be used to evaluate the success of the training program, such as improvements in knowledge, skills, or job performance.

Table 114: Impact measurement KPIs Framework

No.	Target Competency	Course Name	Institute Name/ Partner Organization	Training delivered mode	Stipulated timeline	Delay (Y/N)	Delayed by (how many months)	Effectiveness of the course (Through survey instruments)	Any other skill gained/ retained (Name of the skill)	Employee Engagement (How many employees turned up and completed the training/course)	Improvement in productivity (Individual/ Organization)	Quality of the course (Any improvement in assessment score over long term)
1.	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	POSH	iGoT	Self-paced learning	Q1	N	-	Satisfied	-	77%	NA	Good
2.	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave	DAKSHTA	iGoT	Self-paced learning	Q1	N	-	Highly satisfied	Drafting skills	85%	Individual	Excellent

No.	Target Competency	Course Name	Institute Name/ Partner Organization	Training delivered mode	Stipulated timeline	Delay (Y/N)	Delayed by (how many months)	Effectiveness of the course (Through survey instruments)	Any other skill gained/ retained (Name of the skill)	Employee Engagement (How many employees turned up and completed the training/ course)	Improvement in productivity (Individual/ Organization)	Quality of the course (Any improvement in assessment score over long term)
	Rules, Pay Fixation, APAR)											
3.	Comprehensive understanding of power sector, including structure, operations, stakeholders, industry landscape, emerging trends and challenges for informed decisions and effective collaboration	Overview of power sector	NPTI	Self-paced learning	Q1	Y	1	Neutral	Emerging technology in power sector	74%	Organization	Good

Note: Table filled on an illustrative basis

- 4. Feedback and Continuous Improvement:** Establish feedback mechanisms for trainees, trainers, and other stakeholders, and present the feedback to the CBU in quarterly meetings. Regular feedback is essential for continuous improvement.

VI. Annexures

Capacity Needs Assessment Questionnaire – Individual level

Introduction: Under the Mission Karmayogi, an Annual Capacity Building Plan is being prepared for your organization which is being facilitated by the Capacity Building Commission (CBC). We seek inputs on your individual capacity building needs so that the Plan is relevant to your role and work in the organization. We thank you for providing your time in answering this questionnaire.

Disclaimer: Responses provided will be kept confidential and will only be used to collectively analyze capacity needs at organizational level.

1. Individual profile

Name	
Contact number	
Email-id	
Designation	
Wing	
Division	

2. Competency Needs Assessment

(Each competency's definition is provided in the below. The examples provided are only for reference and not an exhaustive list)

Domain competencies: Competencies and knowledge required for effective performance within a specific discipline or field.
Functional competencies: Competencies for fulfilling the operational requirements of CEA including project monitoring, project management, operational performance.
Behavioral competencies: These are a set of benchmarked behaviors displayed (or observed/ felt) by individuals across a range of roles.

2.1 Based on the definitions mentioned above, please tell us what are the domain skills that you wish to develop to perform your duties better

2.2 Based on the definitions mentioned above, please identify any additional functional skills that you would like to develop, which go beyond the following mentioned skills: Documentation, Presentation, Communication, Data management and analysis, Project management, File management (e.g., OneDrive), Technical, financial, and

commercial evaluation of DPR/proposals, Secretarial work, E-office, Knowledge management system, Parliamentary procedures

- 2.3 Based on the definitions mentioned above, please identify any additional behavioural skills that you would like to develop, which go beyond the following mentioned skills: Presentation skills, Spoken communication, Written communication, Email etiquettes, Resolving conflict, Positive attitude, Teamwork, Leadership, Delegating and monitoring work, Negotiation skills, Time management, Innovation, Giving feedback, Empathy, Intra-ministerial communication

3. Proficiency Assessment

Instructions: Please fill in the data basis your proficiency level.

Wing/Office	Division	List of routine tasks	Proficiency			
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role
Domain tasks						
Planning	IRP(I&II)	Methodology and know-how of perspective generation plan studies				
		Resource Adequacy Guidelines/Framework				
		Technical know-how of planning norms and reliability indices				
		Software modelling tools – ORDENA, Python, General Algebraic Modeling System (GAMS) etc.				
	PDM&LF	Major Acts, Policies and Schemes in the power sector (National Electricity Policy, National Electricity Plan, National Tariff Policy, IPDS, DDUGJY, NSGM, Saubhagya, RDSS Scheme etc.)				
		Demand forecasting including use of advanced excel and regression				
		Load forecasting concepts and techniques				

Wing/Office	Division	List of routine tasks	Proficiency			
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role
		Issues concerning crisis and disaster management for power sector				
	RT&I	Design, engineering and technology for RE projects				
		Know-how of technical standards and regulations pertaining to RE				
		DPR assessment and evaluation				
		Technical matters related to integration of renewables				
	RPM	Key RE regulations, RE capacity addition targets, RPO trajectories				
		Database management through IT tools				
		Handling activities related to E-GEN portal				
	CE&ET	Policy and regulations related to energy transition				
		ESG policies/environment improvement programs of the Government				
		Clean energy solutions including green hydrogen, e-mobility, ESS, waste to energy etc.				
		Carbon dioxide baseline database for Indian power sector				
		Environmental and conservation issues related to power sector				
	ESSD	Know-how of regulations and standards pertaining to ESS				
		VGF scheme for ESS as per applicable policies and directions of Central Government				

Wing/Office	Division	List of routine tasks	Proficiency			
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role
		Emerging energy storage technologies such as battery storage, thermal storage etc.				
		Examination of proposals related to cost/funding of ESS				
Thermal	TPM	Expertise in data collection, compilation and analysis for monitoring progress of construction/erection activities of TPPs				
		Expertise in physical and financial progress assessment frameworks				
		Know-how of policies concerning COD of TPPs, capex funding, time and cost overrun of thermal plants				
	TE&TD	Technical expertise in design & engineering of thermal projects				
		Know-how of standard specification/technical standards for TPPs				
		Safety audit aspects of TPPs				
		New technological developments in the areas of hydrogen usage in TPP, CCUS, ammonia in coal based TPS etc.				
		Activities related to energy efficiency of TPPs and BEE related work				
	TPP&D	Regulatory expertise in coal block allocation, coal linkage policies, SHAKTI Policy 2017				
		Regulations around development of captive coal block allocated to TPPs				
		Norms for coal consumption in thermal power plants				
		Policy around utilization of treated sewage water from STPs to thermal power plants				

Wing/Office	Division	List of routine tasks	Proficiency			
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role
		Expertise in identification/assessment of site for new thermal power projects				
		Know-how of tolling system and monitoring of the same				
	FM	Thermal plant operations, thermal generation, coal mining concepts				
		Fuel management concepts for both coal and gas including assessment of demand, supply, import requirement, management of fuel supply etc.				
		Regulations around coal supply, import of coal etc.				
		Know-how of Fuel Supply Agreements (FSAs) and their clauses				
	Hydro	HPA	Technical matters related to concurrence of HE and PSP projects, including power potential studies (reservoir simulation studies)			
Examination and vetting of Revised Cost Estimates and Design Energy in respect of CPSU HE and PSP projects						
Examination of proposals for budgetary support for enabling infrastructure works of HE and PSP projects						
Examination and concurrence of DPRs of HE and PSP projects						
HPP&I		Technical expertise in Survey & Investigation of hydro projects				
		Basin re-assessment studies for assessing hydro potential				
		Early Warning System in HEPs				

Wing/Office	Division	List of routine tasks	Proficiency				
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role	
		Project planning and project optimization studies for H.E projects					
		Regulations related to Indus Water Treaty, bilateral and multilateral agreements on cooperation with neighbouring countries for hydropower development					
	HPM	CERC regulations on hydro tariff					
		Project monitoring of under-construction hydro projects					
		Regulations related to time and cost- overrun of under-construction hydro projects					
		Regulations related to IE & CCIE Mechanism					
	HE&TD&RM	Design & engineering aspects of E&M works of hydro projects					
		Technical standards/regulation for construction, O&M of hydro power plants					
		Guidelines on R&M Schemes in HEPs					
		Appraisal and monitoring of hydro R&M proposals					
		DPR preparation for R&M schemes in HEPs					
		Technical aspects of safety audit of hydro power plants					
	Power Systems	PSPA-I	Regulations/guidelines for appraisal of DPRs of intra-state transmission schemes				
			Transmission planning and related analysis				
LTA/GNA/MToA/ Connectivity issue							
Knowledge of software related to load flow studies							

Wing/Office	Division	List of routine tasks	Proficiency			
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role
		Regulations around TBCB and bid process management for transmission schemes				
	PSPA-II	Regulations for appraisal of DPRs of intra-state transmission schemes				
		Transmission planning and related analysis				
		LTA/GNA/MToA/ Connectivity issue				
		Knowledge of software related to load flow studies				
		Regulations around Cross Border Trade of Electricity (CBTE)				
		Regulations around TBCB and bid process management				
	PSE&TD	Design & engineering aspects for EHV transmission lines and sub-stations for projects of 66 kV and above				
		Standards and manuals for design, operation and maintenance of transmission lines and sub-station equipment				
		Principles and practices of managing, operating and controlling the grid infrastructure				
	PSPM	CERC regulations on transmission tariff				
		Transmission project monitoring concepts				
		Grid compliance regulations, standards and policies				
	PSCD	Regulations/guidelines/technical standards for communication system in Power System Operations				
		Guidelines for overhead transmission lines and underground power cables in proximity of telecom lines				

Wing/Office	Division	List of routine tasks	Proficiency				
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role	
		Norms for operation and maintenance of communication network					
		Technical aspects of Power Line Carrier Communication (PLCC) system					
	CEI	Periodic and new inspections of electrical installations as per CEA (Measures Relating to Safety and Electric Supply) Regulations					
		Safety & electricity supply regulations as per Section-53 of Electricity Act-2003					
	ET&ID	R&D related to the sector					
		Standardization activities related to formulation/updation/revision of standards in power sector					
		Make in India Order of MoP and clauses allowing exemption					
		Know-how of emerging technologies in the sector e.g. green hydrogen, electric vehicles etc.					
	Grid Operations & Distribution (GO&D)	DP&T	Distribution planning and related criteria				
			Smart metering involving installation, remote monitoring, demand response, coordination of infrastructure facilities				
New emerging distribution technology including advanced sensors, automation, smart grids etc.							
Energy efficiency and DSM techniques							
DP&M		CEA regulations (Metering, Safety, Construction, Grid connectivity etc.), SERC regulations (SOPs, Supply Code etc.), Electricity Act 2003, Tariff policy & Electricity Rules					

Wing/Office	Division	List of routine tasks	Proficiency			
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role
		Distribution policy compliance and monitoring				
		Technical concepts around LVDC distribution system/power quality/ R&D in distribution				
		Distribution disaster management				
	OPM	CERC regulations related to performance parameters/evaluation of generating plants, particularly thermal				
		Technical concepts related to maintenance schedule, outages, merit order dispatch principles, demand assessment, PPA, FSA, grid constraints etc.				
		Power automation tools, Power BI tools				
	GM	Assessment of anticipated power supply position				
		Technical, operational and commercial matters related to grid management/regional grids				
		Technical standards/regulations on grid connectivity of transmission lines				
	NPC	Analysis and monitoring of grid disturbance on regional/national basis				
		Technical concepts around implementation and monitoring of FGMO/RGMO				
		Examination of DPRs related to PSDF				
		Works related to Power System Development Fund (PSDF)				
	RPCs	Regulations of Indian Grid Code (IGC)				
		Regional Energy Accounting (REA) including operation of pool account				

Wing/Office	Division	List of routine tasks	Proficiency			
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role
		Regional grid operation matters				
Economic & Commercial	F&CA	Financial and commercial appraisals of DPRs				
		Tariff determination principles for power projects including nuclear				
		Development of tariff models				
		Guidelines and standard bidding document (SBD) for tariff-based competitive bidding for generation and transmission projects from financial and commercial angle				
	RA	Major Acts, Policies and Schemes related to the sector				
		Technical regulations/standards of CEA/CERC/SERCs				
		Regulations related to transaction of electricity in short-term market				
		Technical and regulatory details related to National Single Window System (NSWS) and Ease of Doing Business (EoDB)				
	FS&A	Major Acts, Policies and Schemes related to the sector				
		Relevant regulations of CEA/CERC/SERCs required for computing/analysing financial data/power sector indicators				
		Power finance concepts				
		Excel data handling				
	EPD	Major Acts, Policies and Schemes related to the power sector				
		Sector related economic policies and computation of economic indicators				
		Knowledge of statistics and statistical tools				

Wing/Office	Division	List of routine tasks	Proficiency				
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role	
		Excel data handling					
Office of PCE-I	HRD	Development of training policy for the power sector					
		Framing guidelines for recognition/renewal of power training institute					
		Capacity building methods including training program design, evaluation and assessment, stakeholder management					
		Management of library and resource centre for CEA, including operational aspects					
	IC&C	Capacity building methods including training program design, evaluation and assessment, stakeholder management					
		International protocols for attending foreign training programs					
	Legal	Techno-legal and litigation procedures related to the power sector					
		Defending court cases in Supreme Court /High Court/District Court/National Green Tribunal, in the matters related to power sector where Union of India, Ministry of Power and/or Central Electricity Authority (CEA) is/are respondent(s)					
		Major Acts, Policies and Schemes related to the power sector					
		Finalization of CEA regulations and its notification in the gazette of India					
	Office of PCE-II	Cyber Security	Implementation of Cyber Security related policies in Indian Power Sector including implementation of IT Security Standard ISO 27001:2005				

Wing/Office	Division	List of routine tasks	Proficiency				
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role	
	IT& Procurement	Knowledge of various application software required for managing operations in CEA					
		IT related policies made by Gol including transitioning to IPv6, preference to domestically manufactured electronic products, e-mail policy etc.					
		Contract management of IT related services					
		Regulations and processes around procurement of goods and services from Government e-Marketplace (GeM)					
	TPRM	Fundamentals of thermal power generation, operational characteristics, flexible power generation					
		Renovation & Modernization (R&M)/Life Extension (LE) guidelines					
		Know-how of new environmental norms like FGD system installation, combustion modification and upgradation of ESP in thermal power plants for SO ₂ , NO _x and SPM compliance					
		Flexible operation guidelines and analysis of cost parameters of low load operation					
	Office of Secretary	Administration	Human Resource Management				
			Establishment and service-related matters				
Legal regulations and compliance related to disciplinary actions, dispute resolution, pension, sexual complaints, grant of financial upgradation etc.							
B&A		Budget planning and preparation, allocation and management					
		Financial norms and regulations					

Wing/Office	Division	List of routine tasks	Proficiency				
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role	
		Strategic Cost management					
		Government payroll rules, procedures, guidelines and compliance					
		Maintenance of accounts including accounting, calculating, processing and managing bills/claims related to salaries, LTC claims, medical, GPF, miscellaneous bills etc.					
	Services	Administration planning and general management including vendor and facility management					
		Procurement and disbursement guidelines for various consumable items for government staff					
	Protocol	Estate matters rules, provisions and guidelines					
		SOP for protocol duties					
		Administration planning and management					
	Vigilance	Vigilance	Vigilance policies and procedures, Central Vigilance Commission (CVC) guidelines				
			Ethics and governance issues in public conduct				
Public procurement issues							
Functional Tasks							
Common for all wings/divisions	Conducting review meetings						
	Reviewing policies, proposals, reports, note sheet						
	Planning, monitoring and project management						
	Budgetary and financial matters						
	Risk management and compliance						

Wing/Office	Division	List of routine tasks	Proficiency			
			BASIC <i>Aware of basic concepts</i>	Intermedi ate <i>Able to do basic tasks</i>	ADVANCED <i>Confident to perform. Can mentor others.</i>	This process is not relevant for my role
		Knowledge Management System				
		Coordination and logistics management skills				
		File management using One Drive				
		Secretarial work				
		Data management and analysis				
		Documentation tasks				
Behavioral Tasks						
Common for all wings/divisions		Communication Skills				
		Strategic leadership				
		Decision-making				
		Human resource management				
		Negotiation skills				
		Adaptability				
		Teamwork				
		Positive attitude				
		Performance management				
		Problem solving				

4. Future capacity building needs – Training / non-training interventions

Future capacity building needs
<p>This section will help to identify the capacity building needs required to achieve futuristic vision for the Power sector which includes:</p> <ul style="list-style-type: none"> • Increasing installed electricity capacity • Increasing inter-regional transmission capacities • Increase installed electricity capacity • Reduce average no. power outages of transmission lines • Improving reliability of power supply

4.1 In order to achieve the future vision, please list down the Training / non-training interventions (industry visits) that you may require to fulfil the tasks

Capacity Needs Assessment Questionnaire – Organizational level

Introduction: Under the Mission Karmayogi, an Annual Capacity Building Plan (ACBP) is being prepared for your organization which is being facilitated by the Capacity Building Commission (CBC). We seek inputs on capacity building needs for your organization so that the Plan is relevant to your organization. We thank you for providing your time in answering this questionnaire.

Disclaimer: Responses provided will be kept confidential and will only be used to collectively analyze capacity needs at organizational level.

1. Division profile

Division Name	
Name (Chief Engineer/Director)	
Contact number and email address	
List of sub-divisions if any	
Please share the organogram of your respective division (hard copy will do)	

2. IT & Technology

2.1. What are the existing IT tools/resources that you are using? Any IT tools/technology platform that you would like to leverage in the future to further enhance/increase the productivity /efficiency of the staff?

3. Systems and Processes

3.1. What are the existing business processes of your division?

3.2. In terms of systems and processes, what according to you are the key impediments limiting growth and productivity in your Division? What are some of the possible causes or factors behind them?

3.3. Do you think there are optimal systems for regular monitoring progress and feedback loops in existing systems and processes? Can you identify some areas where regular supervision and accountability mechanisms need to be enhanced?

4. Resources and Assets

4.1. Are the existing resources and assets (including infrastructure, human resources, IT resources etc.) optimally allocated within the Division?

4.2. What activities will help to improve resource/asset prioritization in the division – e.g. – simplifying departmental processes, other best practices

5. Trainings

5.1. What specific trainings are being provided to your division?

5.2. Are these trainings adequate in imparting the right skill-set to your division?

5.3. What specific domain trainings do you think your division requires in the future in line with the emerging sector trends & technological advances?

5.4. What is the level of domain training required (Basic/Intermediate/Advanced) for the specific domain training being suggested?

5.5. What are the key topics for your division to be covered in Induction Module?

6. Partnerships and Relationships

6.1. What are some of the critical partnerships that your division has with external stakeholders such as with other ministries, foreign delegates, private sector players, DISCOMs etc.? What are the key areas of improving the relationship with other Departments?

7. Personnel Management

7.1. What are the key challenges in personnel planning and management within the division? E.g.- vacancy, absenteeism, lack of skills/knowledge/motivation in staff, career progression etc.

7.2. Is there an existing system within your division to review performance and provide feedback to staff? Please share any examples or best practices in terms of performance management systems that can track and improve performance of personnel in your division?