CAPACITY BUILDING COMMISSION

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Draft Annual Capacity Building Plan Report (Department of Chemicals & Petrochemicals)

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Abbreviations / Acronyms	
ACBP	Annual Capacity Building Plan
AI	Artificial Intelligence
ASO	Assistant Section Officer
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CBU	Capacity Building Unit
CETP	Common Effluent Treatment Plant
CIPET	Central Institute of Petrochemicals Engineering & Technology
CNA	Capacity Needs Assessment
CoE	Centre of Excellence
CPDS	Chemical Promotion Development Scheme
CPGRAMS	Centralised Public Grievance Redressal and Monitoring System
CWC	Chemical Weapons Convention
DCPC	Department of Chemicals & Petrochemicals
DDG	Deputy Director General
DGFT	Directorate General of Foreign Trade
DIA	Deputy Industrial Advisor
DS	Deputy Secretary
ECHA	European Chemical Agency
EoDB	Ease of Doing Business
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
FGD	Focus Group Discussion
FRAC	Framework of Roles, Activities, and Competencies
FTA	Free Trade Agreement
GeM	Government e-Marketplace
GoI	Government of India
HFL	Hindustan Fluorocarbons Limited
HPCL	Hindustan Petroleum Corporation Limited
ICT	Institute of Chemical Technology
IEG	Institute of Economic Growth
IIFT	Indian Institute of Foreign Trade
IIM	Indian Institute of Management
IIP	Indian Institute of Petroleum
IIPA	Indian Institute of Public Administration
IIT	Indian Institute of Technology
IOCL	Indian Oil Corporation Limited
IoT	Internet of Things
IPFT	Institute of Pesticides Formulation Technology

ISB	Indian School of Business
ISTM	Institute of Secretariat Training and Management
JS	Joint Secretary
KMS	Knowledge Management System
LBSNAA	Lal Bahadur Shastri National Academy of Administration
LMS	Learning Management System
MDO	Ministry, Department, Organisation
ML	Machine Learning
MoEFCC	Ministry of Environment, Forest and Climate Change
MoPNG	Ministry of Petroleum and Natural Gas
MoSPI	Ministry of Statistics and Programme Implementation
MTS	Multi-Tasking Staff
NACWC	National Authority for Chemical Weapons Convention
NCC	Naphtha Catalytic Cracking
NEERI	National Environment Engineering Research Institute
NIC	National Informatics Centre
NPCSCB	National Programme for Civil Services Capacity Building
NSSTA	National Statistical Systems Training Academy -NSSTA
OPCW	Organisation for the Prohibition of Chemical Weapons
PADC	Product Application and Development Centre
PIMS	Personnel Information Management System
PMHRC	Prime Minister's Human Resource Council
PPMC	Panipat Polymer Marketing Complex
PSU	Public Sector Undertaking
RTI	Right to Information
SAFIM	Sri Aurobindo Foundation for Integral Management
SBI	State Bank of India
SDG	Sustainable Development Goal
SO	Section Officer
SOP	Standard Operating Procedure
SPV	Special Purpose Vehicle
TERI	The Energy Research Institute
US	Under Secretary
WITP	Wadhwani Institute of Technology & Policy
WTO	World Trade Organisation

Executive Summary

Context

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

Annual Capacity Building Plan (ACBP)

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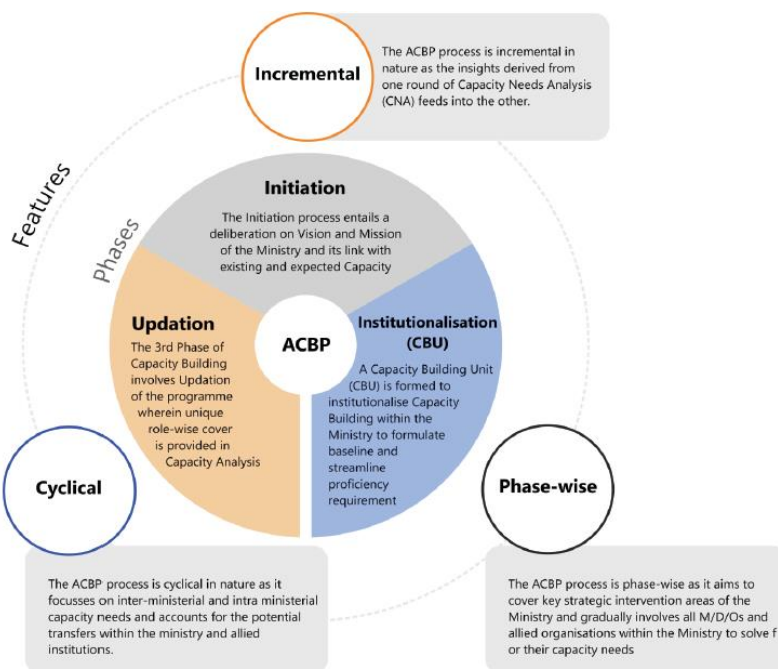

Figure 1: Characteristics of a building an ACBP

the Ministry to address to their capacity needs. Figure 1 illustrates and explains the characteristics of Annual Capacity Building Plans to be developed for various MDOs.[1]

ACBP for Department of Chemicals & Petrochemicals (DCPC)

The ACBP preparation for the Department of Chemicals & Petrochemicals (DCPC) began in the month of December 2022 with a kick-off meeting held under the chairpersonship of Secretary (DCPC) on December 6, 2022. This meeting was subsequently followed by other follow up meetings / Focus Group Discussions (FGDs) with various other officers/staff of the Department.

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

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

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

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

For each Domain, Functional and Behavioural competency required by the Department officials, a knowledge partner or training institute was identified. The exercise was performed in collaboration with the Department officials. Going ahead, the Department is expected to collaborate with these institutes to get the courses developed catering to various identified competency needs. CBC is supposed to guide the entire process of course development and training delivery. This report presents a training plan which the Department can adopt to ensure training delivery to its officials. It outlines the institutes / organisations that Department can collaborate with, training mode, duration,

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[1] Capacity Building Commission

target audience and time period for training. Apart from training plan, the ACBP report also highlights the other capacity building initiatives which the Department can undertake.

Macro picture of Capacity Need Analysis (CNA) exercise

At an individual level, the key areas where domain competencies are required to be built in include – sector specific knowledge such as – **value chain** / **supply chain in chemical and petrochemical sector**, **trade in the sector** – **Free Trade Agreements (FTAs)**, **World Trade Organisation (WTO) norms**, **disaster prevention and management** practices while handling chemicals, **effluent discharge norms** etc. Trainings are also important in domain areas such as – **Safety training as per Chemical Weapons Convention (CWC)**, and **Worldwide Chemical Regulation Analysis**. With respect to higher management officials, there is a need to develop **data analytical skills** involving robust **data modelling** and **forecast analysis techniques** to identify and respond to the changing demands of the sector.

In terms of functional competencies, officials are required to be further trained on – **data management / analysis**, **data visualisation**, **project management**, **financial management** and **noting / drafting skills**. Knowledge about **Government procurement processes**, portals such as – **Government e-Marketplace (GeM)**, **e-Samiksha**, **RTI portal**, **Centralised Public Grievance Redressal and Monitoring System** (**CPGRAMS)** etc. is also crucial. Knowledge about Department's overall activities, objectives, different sections, roles etc. has been a common competency need across all the divisions of the Department.

In terms of behavioural competencies, the priority areas for training the officials include – **soft skills development, leadership** and **team management** skills, **effective communication** skills, **stress and time management**. Other important behavioural skills required at workplace include – **problem solving and decision making**, **emotional intelligence**, **motivation**, **interpersonal skills** and **ability to resolve conflicts** between coworkers and amongst juniors.

Environment being an emerging concern for the chemical / petrochemical sector, domain knowledge around **environment and sustainability** aspects linked to the sector, **circular economy**, **future sustainability** etc. is also important.

Conclusion

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

1. Introduction to Mission Karmayogi

The Indian economy is anticipated to be one of the fastest growing economies in the world (International Monetary Fund (IMF) estimates India's Gross Domestic Product (GDP) to grow at 6.1 percent in FY23 and 6.78 percent in FY25[2]). This is a positive indication towards India realising its ambition of becoming a USD 5-trillion economy in the next few years. Major reforms are being introduced to achieve this target and to meet the aspirations of its growing youth. India is on the cusp of major transformation. The implementation of the planned transformations is being led by the civil services. The civil services are engaged in rendering a range of public services, welfare programs and core governance related functions that enable the government to serve its citizens efficiently and effectively. Hence, capacity building of civil service has been identified as one of the key pillars to meet the changing needs of the country, with a focus on moulding a future ready civil service that can deliver to larger social and economic mandates. However, the recent civil services capacity building landscape was marred by various challenges. The initiatives lacked innovation across institutional training, with training interventions being largely intermittent, individual centric and predominantly focusing on short term requirements. The capacity programmes were largely cadre, service and department driven leading to a silo-based approach disallowing consistent peer to peer learning across multiple services, thereby limiting collaborative learning environment. There was non-availability of life-long and continuous training programmes for civil servants with the current ones having an inordinate high time lapses between them. The current capacity building landscape also lacked data-driven, robust monitoring and evaluation framework for better cognizance to achieved outcomes, milestones, key performance indicators of civil servants.

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

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

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[2] At a Glance – India, International Monetary Fund, accessed in February 2023
World Economic Outlook Database October 2022, International Monetary Fund, accessed in February 2023
[3] Mission Karmayogi, Department of Personnel and Training, Government of India, accessed in January 2023

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

Figure 2: Institutional arrangement of Mission Karmayogi

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

Under this highly aspirational initiative, CBC aims to facilitate creation of **Annual Capacity Building Plans (ACBPs)** for all Ministries, Departments, and Organisations (MDOs) of Government of India (GoI) to enhance competency and efficacy at all the levels- individual, organisational, and institutional. Constituted in 2021, CBC is the custodian of the civil services capacity building initiative and hence oversees the planning and implementation of Mission Karmayogi programme. Under the programme it is envisaged to prepare Annual Capacity Building Plans which would enable–

- A 21st century civil service that is focused on delivering Ease of Living, East of Doing Business, Citizen Centricity, and governance reform at its core.
- A civil service that understands national priorities and is well apprised and equipped to respond to emerging technologies.
- Aligning work allocation of civil servants by matching their competencies to the requirements of the post such that it enables a transition from 'Rule-based' to 'Role-based' HR management.
- Calibration of civil service positions to a Framework of Roles, Activities, and Competencies (FRAC) approach, to suggest learning content / capacity building intervention relevant to the identified FRAC for different positions.
- An opportunity for civil servants to continuously build and strengthen their Behavioural, Functional and Domain competencies in their self-driven and guided learning path.
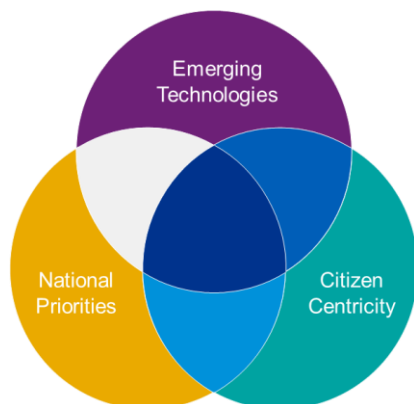
Figure 3: Three lenses of CBC interventions

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

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

- **Emerging Technologies**- The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. In order to prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by new technology trends in the sector in which MDO is operating. ACBP gauges the capacity MDO currently has, and the ones it need to have to respond to such emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.

- **Citizen centricity**- The initiative should raise a civil service which promotes citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO's key citizen centric initiatives such as – transparent and effective public delivery, customer focus, inclusion of citizen inputs during policy/scheme formulation, maintenance of effective grievance redressal system, participatory governance etc. Gaps in citizen centric initiatives, if identified for a MDO, will be targeted by ACBP to address using capacity building interventions at individual and organisational level. *(However, in the case of DCPC, the Department does not have a direct interface with citizens but has interfaces with industry).*

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

2. Approach and Methodology

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

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

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

Table 1: Capacity Building for DCPC

Vision	• Strengthen capacities of staff/officials and systems for effective delivery of programmes and sector development.
Citizen-centric goals	• Develop and deliver programmes that create and improve economic value to people/ industry engaged in the sector.
Technology centric goals	• Enhance adoption of modern and emerging technologies to build and improve value chains in the sector. • Leverage the technology to enhance process efficiencies (for both internal and external interactions and data management needs of the Department).
System requirements	• Structured training plan for Capacity Building Plan (CBP). • Tie-up with concerned universities for Behavioural, Domain, and Functional training programmes. • Resource planning—internal & external, institutional, financial, time requirements of staff—for CBP.

	• Monitoring mechanism for trainings. • Knowledge repository framework.
Identification of training partners	• iGOT Platform. • National and international universities/organisations – to be identified.
Immediate-term training targets	• Identify immediate training needs.

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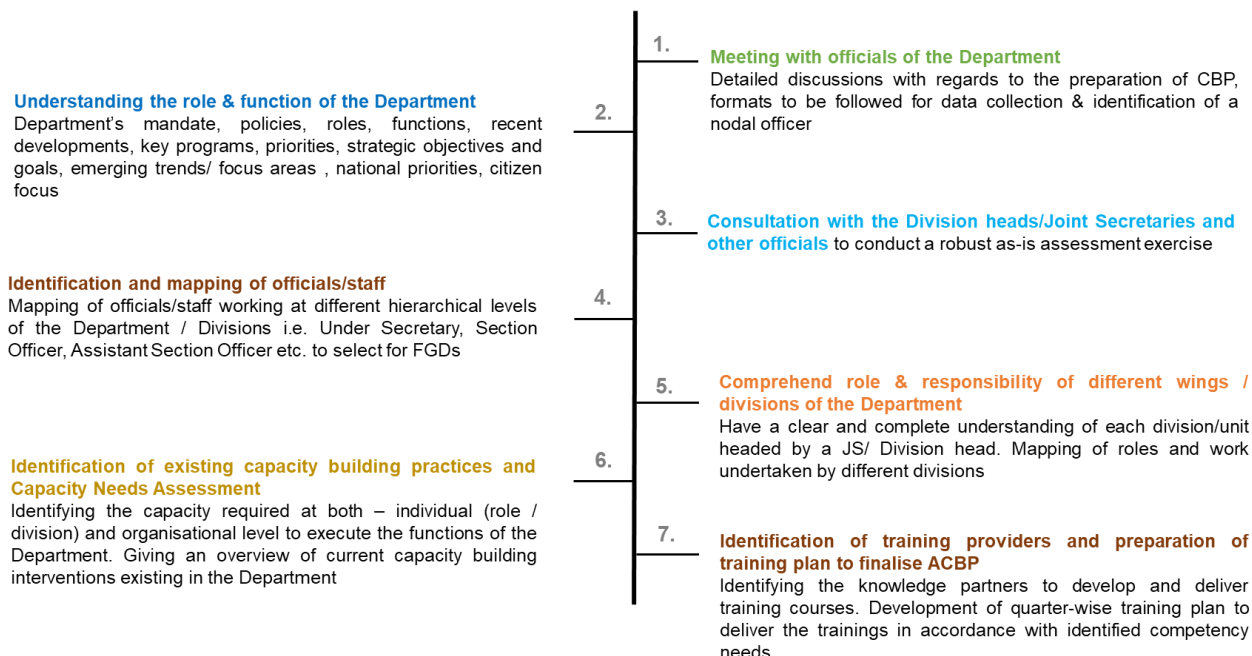

Understanding the role & function of the Department
Department's mandate, policies, roles, functions, recent developments, key programs, priorities, strategic objectives and goals, emerging trends/ focus areas , national priorities, citizen focus

Identification and mapping of officials/staff
Mapping of officials/staff working at different hierarchical levels of the Department / Divisions i.e. Under Secretary, Section Officer, Assistant Section Officer etc. to select for FGDs

Identification of existing capacity building practices and Capacity Needs Assessment
Identifying the capacity required at both – individual (role / division) and organisational level to execute the functions of the Department. Giving an overview of current capacity building interventions existing in the Department

1. **Meeting with officials of the Department**
Detailed discussions with regards to the preparation of CBP, formats to be followed for data collection & identification of a nodal officer

2.

3. **Consultation with the Division heads/Joint Secretaries and other officials** to conduct a robust as-is assessment exercise

4.

5. **Comprehend role & responsibility of different wings / divisions of the Department**
Have a clear and complete understanding of each division/unit headed by a JS/ Division head. Mapping of roles and work undertaken by different divisions

6.

7. **Identification of training providers and preparation of training plan to finalise ACBP**
Identifying the knowledge partners to develop and deliver training courses. Development of quarter-wise training plan to deliver the trainings in accordance with identified competency needs.

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

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

Steps	Details	Phase
Step 1- Meeting with officials of the Department	• A kick-of meeting was conducted under the chairmanship of Secretary - DCPC. • Introduction to the initiative being undertaken for the preparation of Annual Capacity Building Plan (ACBP) was provided. • Details for the formats/tools to be followed for data collection was shared along with identification of a nodal officer from the Department.	As-is assessment

	• The current agenda which would focus on capacity building at – individual, organisational, and institutional level was shared along with the critical facets encompassing the same.	
Step 2- Understanding the role and function of the Department	Following the meeting, team conducted a thorough secondary review of following areas: • Departments' mandate, roles, activities, policies, any recent developments/trends from Department's website, annual reports, portals etc. • The current organisational structure, important stakeholders of the Department including its various attached offices, boards and committees, statutory and autonomous bodies under the Department. • Department's key programmes, future plan and vision along with key activities from the lens of national priorities, citizen centricity and emerging technology. • Sectoral training institutes falling under the Department engaged in training of civil servants.	As-is assessment
Step 3 – Consultation with Division heads/Joint Secretaries and other officials	• Discussions were conducted with different Joint Secretaries leading various divisions, Deputy Director General (DDG), Director(s), and Industrial Advisors	As-is assessment
Step 4 - Identification and mapping of officials/staff	• Mapping of officials/staff working at different hierarchical levels of the Department / Divisions i.e., Under Secretary, Section Officer (SO), Assistant Section Officer (ASO) etc. to select for FGDs.	As-is assessment
Step 5 – Comprehend roles and responsibilities of different divisions/positions of the Department	• Discussions were done with officials/staff to understand roles and responsibilities undertaken by each division of the Department.	As-is assessment
Step 6 – Identification of current capacity building practices and Capacity Needs Assessment (CNA)	Discussions with Joint Secretaries and Directors, and FGDs with Under Secretaries, Section Officers, and Assistant Section Officers were undertaken to understand the following aspects - • The competencies required to execute the key functions of the division / role • The competency gaps as per the experience of the head of the division or other Department officials • Current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives	As-is assessment and Capacity Needs Assessment (CNA)
Step 7- Identification of training providers and preparation of	• The competency requirements of the officials identified as part of CNA exercise were mapped to relevant training providers. Department will collaborate with these training providers for development and delivery of training courses to its officials.	Annual Capacity Building

| training plan to finalise ACBP | • An annual training plan for delivery of such courses is prepared.

 Steps for identifying a particular institute, training course, mode of delivery, duration are listed below:
 • Relevant courses from a variety of institutes and platforms based on their competency was identified. These include-
     o iGOT Karmayogi platform
     o Institutes associated with respective MDOs
     o Other government training institutes
     o Central and State Public Sector Undertakings
     o Indian universities (CBC is developing policies on onboarding & pricing)
     o Private sector organizations within and outside India (Udemy, Coursera, etc.)
     o Foreign universities (CBC is developing policies on onboarding & pricing
 • Once the pertinent courses were identified, assessment on their applicability to officials along with their potential usefulness was deliberated.
 • Further meetings were held with Department officials to determine whether if officials prefer online, classroom, or a combination of both for course delivery.
 • Following mutual discussions with Department CBU/institution, the frequency and duration of courses at specific role level was identified.
 • Going ahead, a designated nodal person will be appointed as a point of contact between CBU and the relevant institute. | Plan (ACBP) |

Details of consultations or FGDs conducted with officials of DCPC are presented in Annexure I. A total of 10 meetings were conducted with DCPC officials to understand the specific areas of the competencies and training needs of officials. Few more meetings were conducted with Department officials to finalise the training providers and other components of annual training plan (as mentioned above). All of these meetings were in-person consultations with the Department officials.

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

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

o **Domain competency** – Specific expertise related to the chemical / petrochemical sector and the respective focus areas.

o **Functional competency** – Covering functional aspects or operational requirements of the Department like project management, financial management, file management, and technological know-how etc.

o **Behavioural competency** – Soft-skills, attitudinal needs like for intra-department coordination needs, negotiation skills etc.

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

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

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

3. Annual Capacity Building Plan (ACBP)

3.1. At Role and Division level – Training Plan

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

3.1.1. Training plan for Domain competencies

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

Table 3: Tentative training plan for Domain competencies

*	Course	Mode	Institute / TP	Target Group			Duration	Quarter			
				I	II	III		Q1	Q2	Q3	Q4
1.	Knowledge about Department's overall activities, objectives, different sections, roles, inter-ministerial linkages etc.	Online	DCPC & third-party agency empaneled by CBC	✔	✔	✔	1-2 days (Total 2.5 hrs - 3 hrs)	▓			
2.	Sectoral knowledge about petrochemicals/ chemicals industry - • Understanding of Value chain in petrochemical/ chemical sector • Supply chain in the sector • Demand assessment • Knowledge about advanced/	Physical & Field visit	Institute of Chemical Technology (ICT) – Mumbai (Physical Training); IOCL; Reliance Industries Limited (Jamnagar Refinery) & Tata-Chemicals (Mithapur Plant) (Field visit)	✔	✔		3 days Physical training, 2 days field visit)	▓			

No.	Topic	Mode	Institution				Duration				
	emerging technologies in the sector										
3.	Knowledge about trade in petrochemical/ chemical sector- FTA, WTO norms	Physical	Centre for WTO Studies - Indian Institute of Foreign Trade (IIFT)	✔	✔		1 day				
4.	Disaster prevention and management	Field visit	IOCL - Paradip Refinery; Reliance Industries Limited (Gujarat - Jamnagar Manufacturing Division); Petrochemical clusters in Rotterdam/ Belgium/ Houston/ Singapore/ China	✔	✔ *		India (2 days), International (5 days)				
5.	Effluent discharge norms	Physical & Field visit	Paradip Refinery; Common Effluent Treatment Plant (CETP) Surat	✔	✔		1 day				
6.	Safety training as per Chemical Weapons Convention (CWC)	Physical	Organisation for the Prohibition of Chemical Weapons (OPCW - Hague, Netherlands); National Authority for Chemical Weapons Convention (NACWC)	✔	✔		3-5 days				
7.	Data analytics, Data modelling techniques, Forecasting analysis techniques	Physical	iGOT, Indian Institute of Public Administration (IIPA) , ICT, IIT Bombay	✔	✔ *		2-3 days				
8.	Petrochemical / Chemical price forecasting	Physical	S&P Global (Commodity Insight)	✔	✔ *		2-3 days (total 4.5 hours)				
9.	Worldwide Chemical Regulation Analysis	Physical	European Chemical Agency (ECHA), Europe; Australia; Environmental Protection Agency (EPA), USA	✔	✔ *		3-5 days				

No.	Competency	Mode	Suggested Institutes / TPs	iGOT	Partner		Duration	Q1	Q2	Q3	Q4
10.	Quality assurance procedures	Physical	Indian Institute of Petroleum (IIP) – Dehradun; Hindustan Petroleum Corporation Limited (HPCL)	✔	✔ *		1-2 days			▓	
11.	Macroeconomic analysis	Physical	Institute of Economic Growth (IEG)	✔	✔ *		1-2 days				▓
12.	Environment and sustainability aspects related to chemical / petrochemical industry	Physical & Field Visit	The Energy Research Institute (TERI) – Delhi; CSIR - NEERI (National Environment Engineering Research Institute) - Nagpur	✔			1-3 days				▓
13.	Circular Economy – Transition for future Sustainability	Physical	The Energy Research Institute (TERI) – Delhi; CSIR - NEERI (National Environment Engineering Research Institute) - Nagpur	✔			1-2 days				▓
14.	Understanding of master plans for petrochemical clusters	Field visit	Petrochemical clusters / industries of Jurong Island, Singapore	✔	✔ *		5 days				▓
15.	Introduction to industry 4.0	Physical & Field visit	Siemens	✔			3 days (inc. 2 days visit)		▓		
16.	Knowledge about EoDB (Ease of Doing Business) in the Ministry	Physical	Centre for WTO Studies - IIFT	✔	✔ *		1 day	▓			

3.1.2. Training plan for Functional competencies

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

requirements such as – delivery mode, duration, delivery quarter etc. can be communicated to the TPs to develop courses in line with the training plan presented below.

	Recommended
	Optional

Table 4: Tentative training plan for Functional competencies

*	Competency	Course	Institute / TP	Mode	Target Group I	Target Group II	Target Group III	Duration	Q1	Q2	Q3	Q4
1.	Knowledge about using MS Office – creating documents, excel spreadsheets, presentations etc.	Word Advanced	Microsoft & iGOT	Online		✔		3 hrs				
		Excel advanced	Microsoft & iGOT	Online		✔		4 hrs				
		PowerPoint Advance	Microsoft & iGOT	Online		✔		2 hrs				
		Microsoft Word Beginners	Microsoft & iGOT	Online		✔		3 hrs				
		Microsoft Excel for Beginners	Microsoft & iGOT	Online		✔		7 hrs				
		Microsoft PowerPoint Beginners	Microsoft & iGOT	Online		✔		3 hrs				
2.	Knowledge about Procurement, process in GoI, associated legal procedures, GeM portal etc.	Government e-Marketplace (GeM)	GeM – (Course under preparation by GeM in collaboration with CBC)	Online		✔		1-2 hrs				
3.	Operating in E-office mode	E-Office	National Informatics Centre (NIC) – Course already in pipeline by CBC	Online		✔	✔	1-2 hrs				
4.	Knowledge about government online portals such as -RTI portal, e-Samiksha, NIC portal , CPGRAMS, etc.	Course on use of various Government portals	ISTM	Online + Physical		✔		1-2 days				

5.	Data management and analysis	Data Driven Decision Making For Government	iGOT, CBC & Wadhwani Institute of Technology & Policy (WITP)	Online		✔		2 hrs			
		Analytics for Strategic choices	IIM Bangalore	Physical		✔		2-3 days			
		Custom-made course on IT and Data Analytics	NSSTA[4] (MoSPI)								
6.	Data visualisation	Data Visualisation (Tableau, Power BI)	Simplilearn	Online		✔		1-2 hrs			
		Data Visualisation and Analysis using MS-Excel	IIT Kharagpur	Physical		✔		2-3 days			
		Data Visualisation and Storytelling through Data	IIM Bangalore								
		Custom-made courses on Data Visualisation	NSSTA (MoSPI)								
7.	Social Media / Digital Media Marketing	Custom -made course on Do's and Don'ts of Social media as a Government Organisation / Representative	Ministry of Electronics & Information Technology (MeitY), Ministry of Information & Broadcasting (MIB)	Online	✔	✔ *		1-2 hrs			
		Digital and Social Media Marketing For Business Growth	IIM Calcutta	Physical	✔	✔ *		2-3 days			
		Custom -made courses on use of social media campaigns and strategies to achieve	Mudra Institute of Communication (MICA), Ahmedabad								

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[4] National Statistical System Training Academy (NSSTA), Ministry of Statistics & Programme Implementation (MoSPI)

No.	Skill	Course	Institution	Mode				Duration				
		Department's goals									█	
8.	Project Management skills	Custom-made course on Project Management	Quality Control of India (QCI) – course already in pipeline by CBC	Online	✔	✔ *		1-2 hrs	█			
		Project Management	IIM Lucknow	Online	✔	✔ *		2-3 days	█			
		Project Management	iGOT & IIPA						█			
9.	Financial Management skills	Custom-made courses on Budgeting and Accounting	Institute of Chartered Accountants India (ICAI)	Online		✔		1-2 hrs		█		
		MDP on Finance for Non-Finance Executives	Arun Jaitley Institute of Financial Management (AJNIFM)	Online + Physical		✔		2-3 days		█		
		Finance for Non-Finance Executives	IIM Calcutta							█		
		Finance for Non-Finance Executives	IIM Indore							█		
10.	Drafting/Note writing skills	Noting and Drafting	iGOT & ISTM (DAKSHTA course)	Online		✔		2 hrs	█			
		Preparation of Cabinet notes	iGOT & ISTM (Prarambh course)	Online		✔		5 hrs	█			
11.	Formulation of public policies	Formulation of Public Policies	iGOT & ISTM (Prarambh Course)	Online	✔	✔ *		1 hr	█			
		Policy Drafting	Indian School of Public Policy (ISPP) – course already in pipeline by CBC	Online	✔	✔ *		1-2 hrs	█			
12.	Cyber Security	Cyber Security Basics	Microsoft & iGOT	Online	✔	✔	✔	2 hrs			█	

#	Competency	Course	Institute / TP	Mode	I	II	III	Duration	Q1	Q2	Q3	Q4
		Foundation Course on Cyber Security	Centre for Development of Advanced Computing (C-DAC), MeitY	Online	✔	✔	✔	24 hrs			▓	
13.	Managing Personal Finance	Capacity Building for Financial Literacy Programme (CABFLIP)	National Centre for Financial Education (NCFE)	Online		✔	✔	5 hrs		▓		
		Personal & Family Financial Planning	Coursera (University of Florida)	Online	✔			12.5 hrs		▓		
		Comfort through Financial Planning	State Bank of India and EdX	Online		✔	✔	4 weeks (8-10 hrs)		▓		

3.1.3. Training plan for Behavioural competencies

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

▨	Recommended
▨	Optional

Table 5: Tentative training plan for Behavioural competencies

*	Competency	Course	Institute / TP	Mode	Target Group			Duration				
					I	II	III		Q1	Q2	Q3	Q4
1.	Leadership and Team management	Visionary Leadership	Indian School of Business (ISB) – CBC is in the process of collaborating with ISB	Online	✔	✔ *		1-2 hrs		▓		
		High Impact Leadership	IIM Indore	Online	✔	✔ *		2-3 days		▓		
		Leadership Development	IIM Lucknow									
		Leadership and Team Building	IIM Calcutta									

No.	Skill	Course	Provider	Mode				Duration				
2.	Negotiation skills	Mastering Negotiation and Influence	ISB (CBC is in the process of collaborating with ISB for course development)	Online	✔			1-2 hrs				
3.	Problem solving and decision-making skills	Solve Learning Pathway – Structuring problems, Creating solutions, Making decisions	Harappa (Learner-centered online learning platform – collaboration of CBC with the platform is under progress)	Online	✔	✔ *		1-2 hrs				
4.	Communication skills	Effective Communication	IIM Bangalore (CBC in collaboration with IIM B for course development)	Online		✔	✔	1-2 hrs				
		Effective Communication	iGOT & IIM Bangalore (PRARAMBH Course)	Online		✔	✔	6 hrs				
5.	Conflict resolution between coworkers, with/among subordinates	Conflict Resolution	State Bank of India in collaboration with EDx (CBC is in process of collaborating with SBI for course development)	Online	✔	✔		1-2 hrs				
6.	Time management	Time management	Harappa (CBC is in process of collaborating with Harappa)	Online	✔	✔		1-2 hrs				

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No.	Topic	Course	Provider	Mode				Duration
		Time management	iGOT & DoPT	Online	✔	✔		1 hr
7.	Stress management	Stress Management – Developing Resilience to manage stress	iGOT & IIPA	Online	✔	✔		2 hrs
		Custom-made courses on Stress Management	The Art of Living	Physical	✔	✔		2-3 days
		Custom-made courses on Stress Management	Vipasana					
8.	Emotional Intelligence	Leading self	Harappa	Online	✔	✔		1-2 hrs
		Increasing your Emotional Quotient	The Art of Living, iGOT	Online	✔	✔		1 hr
		Emotional Intelligence - Mastering the Art of Emotional Intelligence: Developing Resilience, Empathy, and Social Skills	iGOT & Department of Personnel and Training (DoPT)	Online	✔	✔		1 hr
9.	Interpersonal skills / Building relationships	Building Presence	Harappa	Online	✔	✔		1-2 hrs
		Level III CSSS Course to Develop Behaviour Competencies – Interpersonal skills	iGOT	Online	✔	✔		2 hrs
10.	Goal setting	Goal setting	iGOT & DoPT	Online	✔	✔		1 hr
11.	Personal and Professional effectiveness	Custom- made course on the topic	ISTM	Online		✔	✔	1-2 hrs
12.	Being aligned with organisational and personal values	Personal and Organisational values	iGOT & DoPT	Online		✔	✔	1 hr
13.	Maintaining the conduct of	Code of Conduct for	ISTM	Physical			✔	1-2 days

	Government Employees	Government Employees											
14.	Working proactively - Motivation	NavChetana – a journey towards inner evolution / Kaushalam - Integral Leadership Training Programme	AuroLeadership – Sri Aurobindo Society (Pondicherry). CBC in the process of collaborating with Sri Aurobindo Society for course development	Online	✔	✔		1-2 hrs					
		Understanding Motivation- From different perspectives	iGOT (PRARAMBH Course), Lal Bahadur Shastri National Academy of Administration (LBSNAA)	Online	✔	✔		1 hrs 35 mins					
		Motivation	Harappa	Online	✔	✔		1-2 hrs					
		An experiential workshop on 'Happiness'	Sri Aurobindo Foundation for Integral Management (SAFIM) - Sri Aurobindo Society (Pondicherry)	Online	✔	✔		1-2 hrs					
		Motivation	iGOT & DoPT	Online	✔	✔		1 hr					
15.	Self - Awareness	Self-Leadership	iGOT & The Art of Living	Online	✔	✔		1 hr					

Note – Basis the discussion with the Department, roles / positions present in the Department (which are under the purview of Annual Capacity Building Plan), are categorised into three groups. These groups along with the designations / roles falling under them are –

Group I – Joint Secretary (JS), Director (Dir), Deputy Secretary (DS).
Group II - Under Secretary (US), Consultant, Deputy Industrial Advisor, Section Officer (SO), Assistant Section Officer (ASO) and other mid-level officials.
Group III - Multi-Tasking Staff (MTS) / Others

Designations such as Deputy Director General (DDG) and Economic Advisor (EA) are equivalent to that of Joint Secretary present in Group I.

The trainings highlighted with '*' can be provided mainly to Under Secretary (s), Consultant (s), and Deputy Industrial Advisor (DIA) falling under Group II.

In line with the annual training plan shared above, the Department can deliberate to select one or more of the training options suggested against each competency requirement.

3.2. At organisational level

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

a) **Technology and Data:** This dimension deals with the technology solutions employed by the MDO to improve its functioning. Examples include E-office, Digital tools, ERP etc.

b) **System and Processes:** This dimension includes all the established systems and processes of the MDO to carry out its day- to-day function. Examples include Monitoring mechanisms of schemes, Reporting dashboards, Standard operating procedures (SOPs) and Knowledge Management system.

c) **Personnel Management:** This includes all the functions associated with managing human resources of the MDO such as performance appraisals, training and development, performance management, etc.

d) **Resources and Assets:** This includes the resources and assets of the MDO such as hard and soft infrastructure that the MDO uses for its day-to-day functioning. For example: the physical premises, budgets etc.

Basis the exercise undertaken, the major capacity building interventions required at organisational level in DCPC (which needs to be part of the ACBP) are -

Under - Technology and Data

	Learning Management System
	• **iGOT platform** under Mission Karmayogi is the **Learning Management System (LMS)** for all Governmnet departments. Department of Chemicals and Petrochemicals can use the platform as their LMS. • Different **training content – modules, knowledge briefs etc.** about chemicals and petrochemicals industry can be uploaded periodically on iGOT. Such content can emphasise on covering aspects such as - latest

	trends, R&D, investments, sector growth prospects, new technologies etc. of chemical / petrochemical industry. DCPC officials (across different hierarchies) may consume these knowledge briefs over the LMS.
	E- Office • Adoption of **E-office** at departmental level in full-fledged manner. • Integration of following systems - **e-File**, **Knowledge Management System (KMS)**, **e-leave**, **eTour**, **Personnel Information Management System (PIMS)** etc. • Adopting computerisation and **automation** of all the operations.

Under – System and Processes

	Knowledge Management • **Knowledge dissemination** - Monthly/quarterly newsletter for disseminating information about the Department along with latest trends in chemical / petrochemical sector. • **Process and output documentation** - Documenting all processes and related outputs of the Department such that they are easily accessible. • **Knowledge transfer** - Quarterly knowledge transfer sessions where officials can share their work experiences. • **Kiosks** - Kiosks can be set up fortnightly or monthly to clear all the queries on a topic. • **Policy Hub** - All the policies, Government rules, Acts etc. being followed in the Department would be available for all the staff. • **Dossiers** - A dossier with all relevant Acts and Regulations (not limited to DCPC, e.g., policy matters regarding environment, agriculture, labour etc.) may be provided to every officer joining the Department • **Network of industry experts** – The Department may identify a network of industry experts. These experts can be invited for regular talks and can help in organizing industry visits for the Department officials.

Under - Personnel Management

	Training Support (Learning and Development) • A **Capacity Building Unit (CBU)** for leading the L&D function within the Department • Hiring / appointing / bringing onboard **subject matter experts** • Regular **industry immersion programmes** can be organised for the Department officials. These can be planned to prominent chemical / petrochemical clusters, refineries, plants etc. at national / international level.

3.3.   Quick Impact Initiatives – Quick wins

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

a) Ensure all officials upto the level of Assistant Section Officer (ASO) are actively registered on iGOT platform of Mission Karmayogi.
b) Ensure all Group II officials undergo training in the DAKSHTA / PRARAMBH courses (available on iGOT) within 60 days – These include Under Secretaries (USs), Consultants (Cons), Deputy Industrial Advisors (DIAs), Section Officers (SOs) and Assistant Section Officers (ASOs).
c) Phygital DAKSHTA course is being launched for Directors and Under Secretaries – DCPC may ensure participation of its Director and Under Secretary level officials in the intervention.
d) Implementation of 'Policy Hub' and 'Kiosks' initiatives.
e) Immersion visit of DCPC officials at a state-of-the-art Refinery Complex.
f) Creation of 'Know Your Department' training modules

The figure below summarises few of the Quick Impact Initiatives – Quick wins identified for the Department. These Quick Impact Initiatives need to be part of the Annual Capacity Building Plan of the Department so that the Department can undertake the suggested initiatives as per their need. These initiatives are divided into two categories – Training and Non- Training Interventions, basis their nature of inputs. The same are explained below.
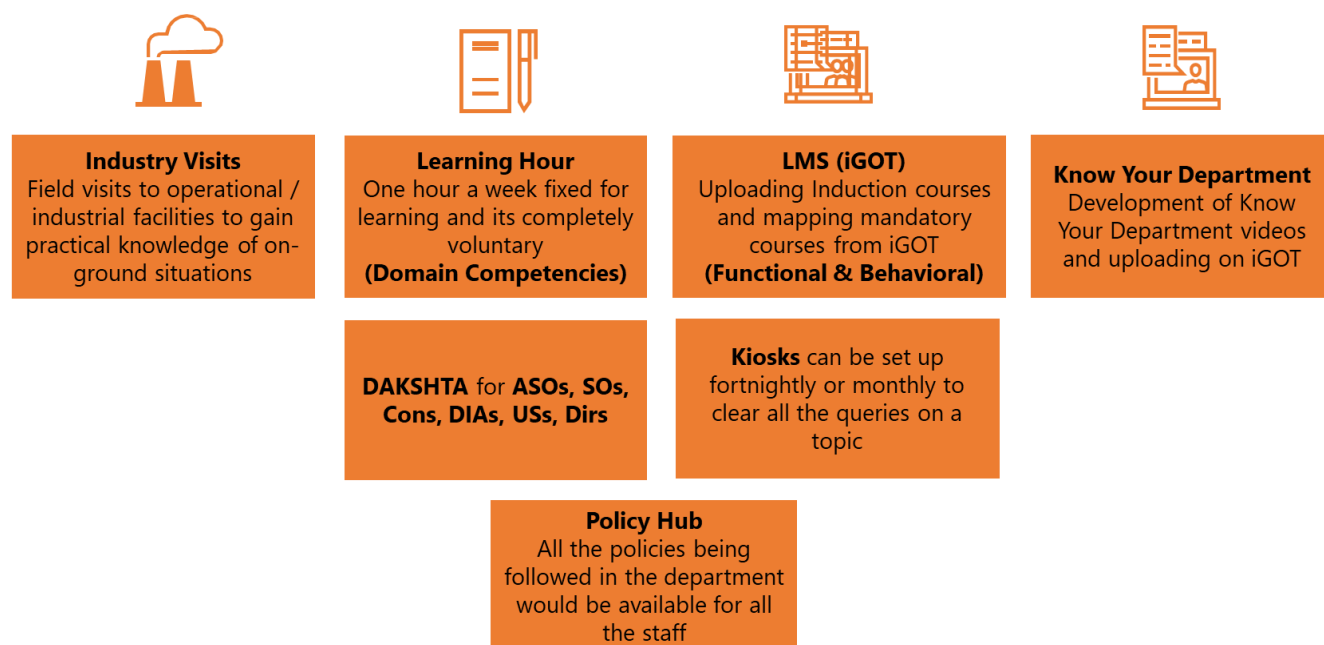

Figure 5: Quick wins identified for the Department

3.3.1. Under Training Interventions

- All Group II officials may undergo training in the below **DAKSHTA** courses within 60 days – *For USs / Cons / DIAs / SOs / ASOs*
  - The DAKSHTA courses includes modules on – '*Leave Rules', 'Noting and Drafting', 'Office Procedures', 'Government E Marketplace', 'Right to Information Act – Part I', 'Right to Information Act – Part II', 'Code of Conduct for Government Employees', 'Public Procurement Framework', 'Parliamentary Procedures' and 'Pay Fixation'.*
  - **Learning hour** - One hour a week may be fixed for learning in the Department with staff / officials undertaking the DAKSHTA courses. The same can be kept completely voluntary.

- A phygital **DAKSHTA** course is being launched for Directors and Under Secretaries. It is currently under preparation by CBC. DCPC may ensure participation of its Director and Under Secretary level officials in the intervention. This course will have modules on following:
  - **Functional competencies** – *Budgeting, Litigation management, Ability to handle RTI matters, Contract Management, Parliamentary Procedures, Public Financial Management System (PFMS), General Financial Rules (GFRs), MS Office suite etc.*
  - **Behavioural competencies** – *Communication, Leadership, Team and Expectations Management, Time Management, Stress Management, Stakeholder Management, Negotiation, Result Orientation, Crisis Management etc.*

- **Know Your Ministry** / **Know Your Department** - Induction training programmes can be provided to new joiners (even if transferred within the same Ministry/ Department to a different section) with a broad overview of the work undertaken by the Department, its Ministry, each division / section in the Department, and particular responsibilities to be undertaken by each of them. Thus, these programmes can include – 'Know Your Ministry' / 'Know Your Department' module.
  This module will be developed in collaboration with a third party which will be empaneled by CBC. This third party will study and curate content on the roles, responsibilities and duties of a particular division and its interlinkage with other divisions. Department's linkage with other ministries in similar sector will also be covered in this module. The module will also highlight the major initiatives being undertaken by the Department to contribute towards the three lenses of ACBP – national priorities, emerging technologies and citizen-centricity. Thus, this module is expected to be useful for any new official recruited in the Department and also in the case of transfers.

  A tentative storyboarding for 'Know Your Department (KYD)' module of DCPC is presented in Annexure - II. Department can adopt the same and facilitate the development of this KYD module in collaboration with the third party content creator (who will be empaneled by CBC). The total duration of the digital module is expected to be 90 minutes (1.5 hours).

3.3.2. Under Non- Training Interventions

- **Policy Hub** – As mentioned earlier, all the policies, Government rules, Acts etc. being followed in the Department can be made available for all the staff.

- **Kiosks** - Kiosks can be set up fortnightly or monthly to clear all the queries on a topic.

- **Industry visits or Immersion Programmes** - 'Best practices in application at leading chemical / petrochemical clusters, refineries etc.' was identified as an important competency area for the Department officials. Thus, a two-day Industry visit / Immersion Programme to a state-of-the-art petrochemical facility can be organised by the Department. This can be planned in collaboration with CBC and implemented as a quick win. The details of the programme are shared below.

  Background and Objectives:
  Department of Chemicals & Petrochemicals (DCPC), based on recommendation by Capacity Building Commission (CBC), can propose to establish an 'Industry Immersion Programme' to allow its officers (members of the All-India Services) to visit different petrochemical companies to cover various aspects of the petrochemical industry, including procurement of feedstock, refining, supply chain, logistics, etc. The duration of this immersion programme can be for a period of two days. The same can be kept open, subject to revision depending on inputs received by the Department or CBC.

  The key objectives intended from the 'Industry Immersion Programme' can be:
  o To provide exposure to how petrochemical companies operate, challenges they face, and how they are adapting to evolving trends in the petrochemicals industry
  o To broaden officers' perspectives about on-ground issues
  o To enable officers' to better understand and appreciate the impact and implications of government's policies on the industry and areas where policies might be needed
  o To create a network of people ministry officials may reach out to in the industry

  Learning opportunities:
  The immersion programme is expected to provide officers with an opportunity to understand on-ground issues related to their area of expertise/ priority areas, and key challenges in operating a world-class facility. Through this programme, the participating officers are expected to get to an opportunity to create a network of expertise and understand the below aspects of petrochemical companies:
  o How a world-class petrochemical complex operates and deals with changing business, technology, and operating environment
  o Understand the value chain of the industry including **procurement of raw materials/ feedstock**, **refining process and technology adopted** in the process, **distribution of end products**, **effluent discharge**, etc.
  o Understand how guidelines on **effluent discharge** are implemented
  o Understand how **disaster management protocols** are implemented
  o How do leading companies **collaborate with national and international agencies**
  o **Issues** in different petrochemical chains

A selection criteria can be finalised for selection of officials who can participate in the Immersion programme. Minimum service duration, domain expertise, and specific roles played by the officer can be considered for participation in the programme with selected company (host institution).

On completion of the programme, the officers can be required to debrief and share knowledge gained in the Immersion Programme in a debriefing session with peers, junior and senior officers as deemed desirable by DCPC.

Officers who complete the programme will be required to make a short presentation covering the following aspects:
• My key learnings from the visit
• How will I apply learnings to my work in the Department

In line with the details shared above, Department in collaboration with CBC has already organised 2-rounds of Immersion Programme visits for its officials at PRPC Panipat (Indian Oil Corporation Limited). The programme was held between 28th – 29th April 2023 and 9th – 10Th June 2023. It involved visits to – Panipat Naphtha Cracker Unit, PNC site, PNC L&D centre, Panipat Polymer Marketing Complex (PPMC), and Product Application and Development Centre (PADC).

• **Inter- Departmental workshop –** As another quick win, DCPC may organise an inter-departmental workshop with the departments / ministries with which it regularly works. This includes departments / ministries with which DCPC has regular interface such as – MoPNG, MoSPI, MoEFCC (Central Pollution Control Board), M/o Commerce & Industry, M/o Agriculture & Farmers' Welfare, D/o Consumer Affairs, and M/o Micro, Small, and Medium Enterprises.

4. Conclusion

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

An analysis of competency requirements amongst officials indicate that varying domain, functional and behavioural competencies are required. In terms of **domain competencies**, **knowledge about the sector** is important for officials across all the divisions. Training needs to be delivered to officials on sector-specific aspects such as - **value chain** / **supply chain** in the chemical / petrochemical sector, **disaster prevention and management**, **safety training as per Chemical Weapons Convention (CWC)**, **effluent discharge norms**, **trade** in the sector- **FTAs, WTO norms** etc., **EoDB** in the ministry and **Worldwide chemical regulation analysis**. Domain knowledge is also required with respect to emerging trends and technology. These include use of **Industry 4.0** – **Artificial Intelligence (AI)**, **Machine Learning (ML)**, **Internet of Things (IoT)** etc. in the sector, emerging environmental concepts such as – **circular economy**, **future sustainability** etc. **Data forecasting** techniques including – **data modelling**, **forecasting analysis**, petrochemical / chemical **price forecasting** etc. are also relevant in terms of domain competencies required in the Department. These are primarily required at senior and middle management level comprising of Group I and Group II employees. In Group II also, the skills are mostly relevant to designations such as – Under Secretaries, Consultants, and Deputy Industrial Advisors who are actively involved in supporting implementation of different sectoral policies handled by the Department. **Department – specific knowledge** and information around **inter-ministerial linkages** are also important for almost all the senior and middle management designations.

Functional competencies required by the Department officials are primarily around – **procurement process in GoI – GeM portal**, **data management and analysis**, **project management**, **financial management**, **digital and social marketing**, **parliamentary** and **office procedures**, **noting / drafting** skills etc. **Policy formulation** skills are also required. While skills related to project management, formulation of public policies, digital / social media marketing are mostly required at senior levels (eg. Joint Secretaries, Deputy Director General, Deputy Secretaries, Directors etc.), those related to noting / drafting, office procedures and data management are mainly needed at middle management /junior management levels (eg., Section Officers and Assistant Section Officers). At junior / middle management levels, there is also a need to maintain proficiency related to **Government e-portals such as - RTI portal, e-Samiksha, NIC portal , CPGRAMS, etc**. Thus, it can be inferred that at these levels the requirement of functional skills is mostly administrative in

nature while in the senior positions, the requirement is more strategic (i.e., which can support officials to efficiently formulate and implement policies).

In terms of **behavioural skills**, the top attributes required by the officials are – **team development, leadership**, **problem solving** & **decision-making**, **communication skills**, **inter personal skills** etc. Apart from these, the focus group discussions also report skills related to **stress management** and **time management** to be crucial for the officials. For the junior most employees – Multi-task staff and others, skills related to **conduct of government employees**, alignment with **organisation and personal values**, **personal and professional effectiveness** are important.

While the above competencies mainly constitute the individual (role / division-wise) requirements of the Department, there are few capacity building interventions which are identified to be critical at the organisational level. Adoption of **iGOT Karmayogi platform** as the **Learning Management System** of the Department is important. Technology integration as part of transition to **e-office model** can be taken up by the Department. This is expected to make the Department operations more efficient – reducing redundancy, turnaround times, and optimising manpower utilisation. In terms of Systems and Processes, Department can take more steps in the direction of – **knowledge dissemination**, arranging frequent **knowledge transfer sessions** between employees, identifying a **network of industry experts** to liaison with etc. **Policy Hubs** can be created at Departmental level, wherein all the policies, Government rules, Acts etc. being followed in the Department/Ministry can be made available for all the staff.

In terms of quick wins, Department in collaboration with CBC has already completed two rounds of **Immersion Programme visits to IOCL Panipat Refinery**. This was undertaken to enhance the capacity of DCPC officials to understand the functioning and best practices of **world-class petrochemical complexes** etc. The same was also identified as an important competency requirement in CNA. Department can now initiate the work around creation of **'Know Your Ministry' / 'Know Your Department'** training modules so that all the officials (including the new joiners) are well-apprised with the activities and progress of Ministry, Department, associated agencies etc. **DAKSHTA** courses – a collection of functional competency courses, are available on iGOT. Department can encourage its officials to take up the DAKSHTA training as an important quick win.

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

Department can discuss with its stakeholders to select and take up a combination or any of the courses suggested in the training plan to build the required competencies. Mission Karmayogi aims to catalyse effective service delivery of various MDOs by facilitating reforms in the existing capacity building apparatus of the MDO at both individual and organisational level. The ACBP presented

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

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

5. Annexures

5.1.   Annexure I - Consultations with Department officials

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

Table 6: Details of discussions/FGD with Department officials

S No.	Date of Meeting	Agenda	Key officials present
1	6.12.2022	Kick off meeting with Secretary, DCPC	• Mr. Arun Baroka (Secretary, Chemicals and Petrochemicals)
2	8.12.2022	Primaries – Meeting with DDG (S&M Division)	• Mr. Ganga Kumar – Deputy Director General (DDG) • Mr. Ram Sajeevan – Joint Director • Ms. Himanshi Trivedi – Assistant Director • Mr. Devendra Kumar Singh – Senior Statistical Officer
3	8.12.2022	Primaries – Meeting with Economic Advisor	• Ms. Divya Parmar – Economic Advisor • Mr. Vishal Choudhary – Deputy Industrial Advisor (DIA) • Mr. Varun Poonia – Deputy Industrial Advisor (DIA) • Ms. Himanshi Trivedi – Research Officer
4	8.12.2022	Primaries – Meeting with JS (Admin) & CVO	• Mr. H Kam Suanthang – Joint Secretary (Admin & CVO) • Other team members
5	8.12.2022	Primaries – Meeting with JS (Petrochemicals)	• Mr. Deepak Mishra – Joint Secretary (Petrochemicals) • Mr. Awijit Rakshit – Director
6	21.12.2022	Primaries – Meeting with JS (Chemicals)	• Mr. Susanta Kumar Purohit – Joint Secretary (Chemicals) • Mr. Kanishk Kant Srivastava – Director (Chemical I) • Mr. Rajendra Kumar Soni – Director (Chemical II) • Dr. Vishal Chaudhary – Deputy Industrial Advisor (Chemical) • Mr. Sunil Kumar Singh – Under Secretary • Mr. Keshav Shrivastava - Middle Level Consultant (Investment Promotion)

			• Mr. Jayant Roshan – Middle Level Consultant (Disaster Management) • Mr. Ram Kumar – Consultant (Technical)
7	21.12.2022	Primaries- FGD(1) with Under Secretaries, Section Officers (SOs), Assistant Section Officers (ASOs).	• Mr. Sunil Kumar Singh (Under Secretary) • Mr. Satender Prasad (Under Secretary) • Mr. T.P.N Singh (Under Secretary – Petrochemicals) • Mr. Pamela Suresh Kumar (Under Secretary – Chemicals) • Ms. Manya Sipi (Under Secretary – Admin) • Ms. Shanu Rana (SO – D.D.O) • Mr. Bablu Kumar Verma (ASO) • Ms. Simmy (ASO – Petrochemicals II) • Mr. Vishal (ASO) • Mr. Subhash Yadav (ASO) • Mr. Gopal Kumar Roy (ASO) • Mr. Deepak Singh (ASO) • Mr. Suraj Bhav (ASO) • Mr. Amar Drhiyr (ASO)
8	21.12.2022	Primaries- FGD(2) with Assistant Section Officers (ASOs).	• Mr. Sachin Kumar Poria (ASO) • Mr. Harish Kumar (ASO) • Mr. Satish Kumar (ASO) • Mr. Manoj Kumar Jha (ASO) • Mr. Bijender (ASO) • Ms. Manju Kumari (ASO) • Ms. Aparna Anand (ASO) • Mr. Nitin Sakhwal (ASO)
9	13.04.2023	Review Meeting with Secretary, Department of Chemicals and Petrochemicals	• Shri Arun Baroka – Secretary (Chemicals & Petrochemicals) • Shri Deepak Mishra - Joint Secretary (Petrochemicals) • Shri Ganga Kumar - Deputy Director General (S&M Division) • Ms. Divya Parmar – Economic Advisor (Economic Division) • Shri H Kam Suanthang – Joint Secretary (Admin & CVO) • Shri Shanker Choudhary – Deputy Secretary (Finance & ED) • Shri Vishal Choudhary – Deputy Industrial Advisor

			• Shri Varun Poonia – Deputy Industrial Advisor

5.2. Annexure II – Proposed storyboarding for Know Your Department Module – DCPC

The below table presents a tentative storyboarding for 'Know Your Department' (KYD) module to be prepared for Department of Chemicals and Petrochemicals. Department can adopt the same and facilitate the creation of module in collaboration with third party agency empaneled by CBC.

Table 7: Proposed storyboarding for Know Your Department module of DCPC

Module #	Module Name	Coverage	Learning objective	Proposed Duration	Broad methodology
Module 0	Course Introduction	Modules and coverage	* Explain the purpose of the course * List the coverage * Understand the importance of taking the course	3 min	Start with a scenario of a new joiner entering into the Department. Show him/ her asking questions. Then say answers to these and many such questions are addressed in this course. Show the course objective and list the modules and explain the coverage of each module.
Module 1	Vision India @2047	India's vision@2047 for Chemicals and Petrochemicals Goals and actions for Department of Chemicals and Petrochemicals (DCPC) in line with the vision i.e., vision@2047	**Explaining audience the goals of the country for chemicals and petrochemicals sector and how DCPC has a critical role to play in achieving those goals.** Brief overview about goals such as - * Establishing India as a global leader in chemicals & petrochemicals sector. * Become "Atmanirbhar" in Chemicals & Petrochemicals sector. * Moving towards Sustainable Chemistry. * Becoming the largest producer of Specialty Chemicals . * Using state-of-art technologies for R&D and innovation. **Quick brief to the audience about actions to be taken by DCPC to achieve the above goals.**	10 min	Create an animated video to explain about vision@2047 of GoI for chemicals and petrochemicals. Use pictures, icons, text, infographics and animations to cover contents on various goals such as - Atmanirbhar Bharat, Sustainable chemistry, Global leader etc. Add a list of actions to be taken by DCPC to contribute to those goals.

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			This can cover - enhancing domestic production, exports, enabling imports substitution, use of emerging technologies, move towards sustainable chemistry etc.		
Module 2	Overview of Department	About Department	* Vision and Mission of the Department * Explain the primary role and functions of the Department - in line with the Allocation of Business Rules, released by Cabinet Secretariat * Explain the organisational structure of the Department	8 min	Use infographics and icons to cover content about the Department. Use icons to show the Vision and Mission of the Department. Use images and icons to show the organisation structure. Use animations, icons and infographics to explain the Primary Roles and Functions of the Department. Add a formative assessment in the end.
		Organisational structure of the Department			
		Primary Roles and Functions of the Department			
Module 3	Divisions in Department	Chemicals Division	* List the different divisions under the Department * Explain the role and responsibilities of these divisions	15 min	Start with listing the divisions. Animate to show the divisions on the left side of the screen. Provide a slider bar. The learner can slide to the division and learn about it. Use icons/ visuals to support content. Add formative assessment in the end.
		Petrochemicals Division			
		Administration Division			
		Statistics & Monitoring / Official Language Division			
		Economic Division			
		Vigilance Division			
		Coordination Division			
Module 4	Public Sector Undertakings	**Public Sector Undertakings**	* Short introduction about the different PSUs and autonomous	10 min	Use logos and icons to show the PSUs

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	(PSUs), Autonomous institutes etc. under DCPC	Hindustan Organic Chemicals Limited (HOCL)	institutes under DCPC * List the functions of the institutes, PSUs etc.		and autonomous institutes under the Department. Infographics can be used to explain the role and functions of each organisation / institute.
		HIL India Limited			
		Hindustan Fluorocarbons Limited (HFL)			
		Autonomous Institutes under DCPC			
		Central Institute of Petrochemicals Engineering & Technology (CIPET)			
		Institute of Pesticides Formulation Technology (IPFT)			
Module 5	Different schemes of the Department	Scheme 1- New Schemes for Petrochemicals	* Explain the various schemes introduced by the Department	10 min	Use click to learn approach. Create cards with icons representing the different schemes. When the learner clicks on the card, show relevant content in pop-ups. Use icons and infographics. In the end provide links for self-read for each scheme. Add formative assessment in the end.
		Sub scheme 1.1 - Scheme for setting up of Plastic Parks			
		Sub scheme 1.2 - Scheme for setting up of Centres of Excellence (CoE)			
		Sub scheme 1.3 - Petrochemicals Research and Innovation Commendation Scheme			
		Scheme 2 - Chemical Promotion Development Scheme (CPDS)			
Module 6	Initiatives of the Department	Make in India	Explain different initiatives undertaken by the Department to contribute to these national	8 min	Create an animated video on the overview of interventions taken
		Atmanirbhar Bharat			

			priorities: * **Make in India , Atmanirbhar Bharat** - DCPC is enhancing domestic production and import substitution of chemical/petrochemical products by promoting PCPIRs and Plastic Parks ; Implementation of Plastic Parks scheme; hosting India Chem event etc. * **SDG 2030** - Implementation of Scheme for setting up of Centre of Excellence (CoE) - CoEs work towards sustainable research and innovation, Green Transport Network, sustainable green metals, bio-engineered sustainable polymeric systems etc. * **Sustainable chemistry** - initiatives being taken/ planned for promoting sustainable chemistry		by the Department in line with the national priorities. Show different icons relevant to the national priorities When the learner clicks on the icon show how Department is contributing towards a particular national priority. Use icons, infographics and animations. Add formative assessment in the end.
in line with national priorities	Sustainable Development Goals 2030				
	Promoting sustainable chemistry				
Module 7	Emerging technologies impacting the sector / Department	Digital technologies - indirectly linked with the sector	Briefly explain the emerging **digital technologies** impacting the sector / Department : * Big Data, Additive Manufacturing / 3D Printing, IoT, Blockchain, Data science and analytics, Artificial Intelligence / Machine Learning, Cyber security, Automation and Robotics etc. Explain few **domain-related** technologies impacting the sector / Department : * Alternative Feedstocks - Coke Oven Gas, Propane, Methane, Hydrogen (from electrolysis) etc., Naphtha Catalytic Cracking (NCC), Use of Natural Gas Steam Reforming over coal gasification technique etc.	8 min	Use pictures, icons, text, infographics and animations to cover contents on digital technologies and domain-related technologies. Bifurcation should be there when selecting and reading about general digital and domain-related technologies.
		Domain-related technologies - directly linked with the sector			
Module 8	Citizen centric initiatives of the Department	Interaction with industry	Explain the citizen centric initiatives undertaken by the Department under each heads - * **Collaboration with industries** for regular resource / data mapping-	8 min	Use relevant icons, animation and infographics to explain the content.
		Regular interface with other ministries			

	Recommendations to relevant Departments and DGFT	data related to installed capacity, production, export and import related data * **Regular interface with other ministries** - Ministries such as - MoPNG, MoSPI, MoEFCC, M/o Commerce & Industry, M/o A&FW, M/o Textiles, D/o Consumer Affairs, M/o MSME		
	Grievance redressal mechanism	* **Recommendations to relevant Departments and DGFT** - on issues such as trade agreements, project import for the sector. * **Grievance redressal mechanism** - as available at the Department level to address public grievance.		
Course end assessment	MCQs and single select questions	Check understanding of learners and score - Summative assessment	10 min	10 questions to be created
Total duration (in minutes)			**90 min**	
Total duration (in hours)			**1.5 hrs**	