CAPACITY
BUILDING
COMMISSION

ANNUAL CAPACITY BUILDING PLAN

DEPARTMENT OF PENSION & PENSIONERS' WELFARE,

LOK KALYAN BHAWAN, NEW DELHI - 110003

Contents

List of Abbreviations

Abbreviation	Full Form
DoPPW	Department of Pension & Pensioners' Welfare
CCS	Central Civil Services
EPF	Employee Provident Fund
SCOVA	Standing Committee of Voluntary Agencies
APAR	Annual Performance Assessment Report
OL	Official Languages
DLC	Digital Life Certificate
CGHS	Central Government Health Scheme
PPO	Pension Payment Order
RTI	Right to Information
CPENGRAMS	Centralized Pension Grievances Redress And Monitoring System
DLC	Digital Life Certificate
PFMS	Public Financial Management System
CPAO	Central Pension Accounting Office
CBU	Capacity Building Unit
FGD	Focused Group Discussion
ACBP	Annual Capacity Building Plan
MDO	Ministry/ Department/ Organisation
CNA	Capacity Needs Analysis

1. Executive Summary

The Mission Karmayogi is a National Programme for Civil Services Capacity Building (NPCSCB) (the "Program"), launched by the Union Cabinet, Government of India in September 2020 which aims at capacity building of the Indian civil servants for the future based on the philosophy of creating an ecosystem of "competency driven training and human resource management by transitioning from a 'rules-based' system to the 'roles-based' system". Under this program, a Capacity Building Commission (CBC) has been set up for functional supervision of training institutions and is currently conceptualizing and developing Capacity Development Plans (CDP) for the identified Ministries and Departments that includes the Department of Pension & Pensioners' Welfare (DPPW).

As a step in this direction, multiple interactions have been undertaken with the various divisions/desks of the Department for an understanding of the roles and responsibility of these divisions and the Department. Accordingly, competency, institutional and technological requirements corresponding to the roles and responsibilities of these entities have been identified which will enable them in undertaking these responsibilities efficiently in line with the overall vision of the Department.

Before identifying the competency requirement all the officials were assessed for any past trainings attended. The results of the survey have validated the critical requirement of ACBP for enhancing the effectiveness of the Department's officials.
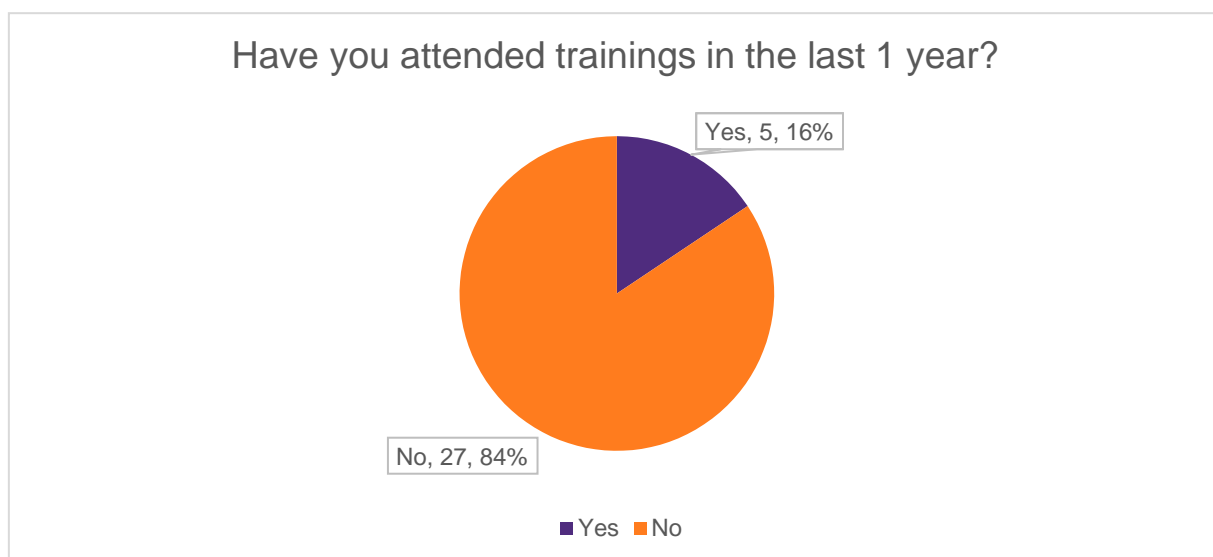
Figure 1 Past trainings attended

The competency requirements have been further identified as (i) Domain competency which is related to knowledge and expertise related to the sector, division, and the respective focus areas, (ii) Behavioral competency which is related to behavior and soft skills and (iii) Functional competency which is related to

functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise.

These requirements not only consider the current roles and responsibilities of the divisions/desks and Department, but also cater to the changing requirements of the Pensioners. The Domain specific requirement for the Department is specific in nature. Some of the key domain competency requirements of the Divisions and undertakings that have been identified are as follows:

1. Taxonomy of Domain specific terms from pension rules

2. Induction Module- Know your Department

3. Knowledge of Financial Inclusion and Digital Literacy

The various Divisions within the Department, need to interact internally within the organization, with other Ministries and State Governments as well with a diverse nature of users. Hence behavioral competency is required to be enhanced in terms of citizen centric work as well as communication skills, stakeholder management, result oriented approach, work ethics and leadership.

The top five behavioral competency requirement identified were Attention to Detail, Communication skills, Time Management, Ethical behaviour and Rule consciousness. The top five functional competency requirements identified are E-Office, MS Office, NIC Applications, RTI Act, 2005, Quantitative & Analytical Skills. These requirements were mentioned by most of the officials of the Department and need to be addressed immediately.

Figure 2 Top Five behavioral and Functional requirements
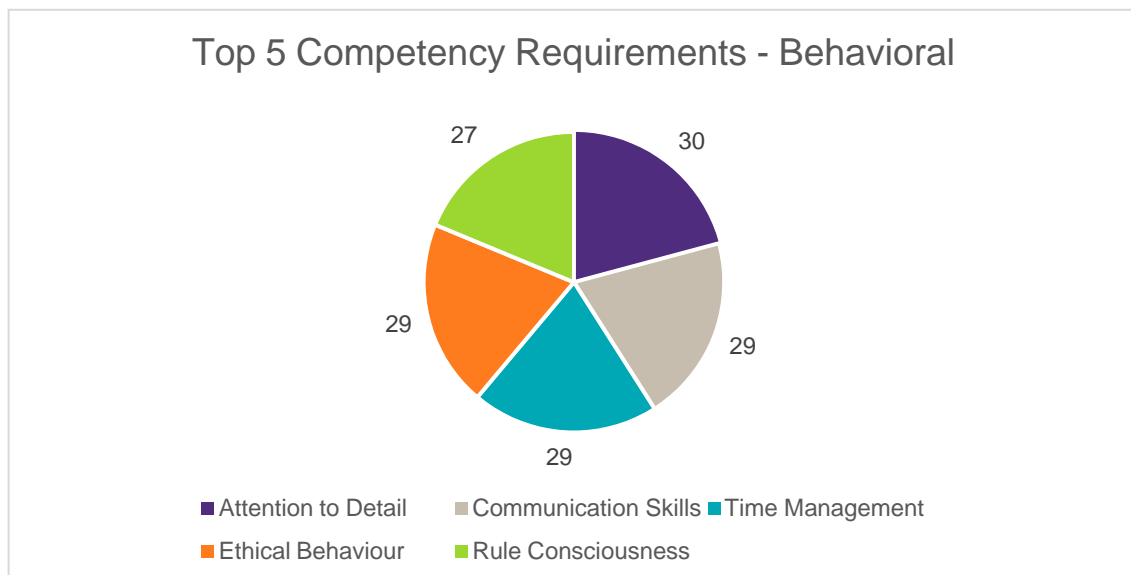
Top 5 Competency Requirements - Functional

Value	Category
30	■ E-office
27	■ MS Office (Excel, PPT, Word)
23	■ NIC applications (email, messenger, cloud storage and others)
19	■ RTI Act, 2005
16	■ Quantitative & Analytical Skills

The Institutional and Technological capacity requirements include requirements related to process improvements, knowledge management and resources planning for increasing efficiency. Some of the issues also include shortage of staff and limited development opportunities. However, this would require a more in-depth study of the institutions, long term capacity building assessment, technological requirements etc. and hence have not been covered in this section presently.

After assessing the gaps and requirements, appropriate initiatives for capacity building have been identified that are necessary for meeting the overall vision of the Department, along with their implementation strategy. These initiatives have been further prioritized on an immediate priority and critical priority taking into consideration the urgency of requirement, time for implementation and costs associated so that maximum impact can be realized in the immediate term. These would form part of the Annual Capacity Building Plan (ACBP).

The immediate priority initiatives are the ones which need to be given the highest priority and should be carried out at the earliest possible. These include immersion programs, upskilling initiatives, and behavioral trainings. Some of these initiatives include domain specific modules on overall orientation of the staff to familiarize them with mission and objectives of the Department and their respective roles, the different aspects of the Pensioners – the biggest stakeholders. Subject specific modules have also been proposed considering the arisen requirement from the Capacity Need Analysis of Department officials/Staff that can have an immediate impact on the efficiency of the roles and these include Know your Department induction module. Additionally, a few functional modules have also been proposed to be undertaken on an immediate priority to improve the day-to-day functioning and these include training modules on GFR, RTI Act, 2005, GeM portal etc. Dakshta Program on the i-GoT platform has been suggested for all Assistant Section Officers (ASOs) and Section Officers (SOs). Also upskilling and training requirements have been proposed for office tools, drafting notes, response to parliamentary questions and making presentations. Amongst the behavioral training requirement, modules on effective communications, leadership, empathy, and stress management have been proposed. Amongst

behavioral training requirements cultural workshops for better stakeholder management are proposed on immediate priority.

The critical initiatives include some domain specific training modules for enhancing the domain competency of the personnel through induction modules. These would primarily serve the purpose of familiarizing all the fresh joiners that are specific to the needs of every dept/wing/division providing a 360-degree view of the work and functions of the Department.

In addition to the immediate and critical initiatives, certain institutional and technological requirements have been identified that are common across Ministries/Departments. However, such issues may require a further detailed study to develop action plan for their addressal which may entail structural initiatives and can be undertaken as long-term capacity enhancement initiatives. Some of the key requirements identified are related to the performance appraisal methodology in which trainings and certifications for upskilling should be give due consideration, high attrition and shortage of staff for normal functions and specifically for trainings, frequent job rotations that many times lead to loss of institutional knowledge and also does not incentivize the staff to make efforts for enhancing domain competency, increasing requirement for interface management with other Ministries and State Governments, the expected diminishing of certain roles in view of the changing business scenarios specifically due to the critical nature of the Ministry and making the personnel future ready in wake of the institutional and technological changes in the sector. An action plan has been proposed for these requirements which may be taken up for implementation after due study and consultations.

Accordingly, the CBP for DPPW can be prepared based on the requirements of domain, functional and behavioral competencies as well and institutional and technological requirements towards meeting the overall objectives of the Department.

2. Introduction

2.1. Mission Karmayogi

Government officials are critical to the delivery of a range of public services and core governance related functions. Throughout their career, officials contribute to the process of policy formulation, implementation, monitoring, and analysis, thus driving all government work.

The unparalleled contribution of government officials to the proper functioning of government makes it essential that they be equipped with the right attitudes, skills, and knowledge aligned to the vision of a new India. Mission Karmayogi refocuses emphasis on India's civil service capacity building landscape, envisioning a citizen-centric and future-ready civil service including laying out a roadmap to achieve the desired results.

India's current civil service capacity building landscape has following challenges:

1. Siloed nature of government: Government officials currently work in geographical, departmental, and sectoral silos instead of adhering to a larger unified vision aligned to national priorities.

2. Training based on seniority: Current training interventions are generally based on factors such as the tenure of officials, their seniority, the availability of funding, the availability of courses, and so on. Thus, they are not targeted to the specific needs of positions, government priorities, the national vision, technological developments, future requirements, and so on.

3. Unstructured training: Existing training interventions are sporadic and unstructured. Thus, there is a lack of opportunities for continuous learning across various stages of an official's career.

4. Restricted access to learning opportunities: Currently training opportunities are available to only a limited number of officials based on factors such as seniority and grade.

5. Sub-optimal learning ecosystem: Officials do not have access to an ecosystem that emphasizes learning in a holistic manner as well as the one that is in sync with adult learning principles.

6. Lack of future-readiness: Officials do not have access to capacity building measures that equip them for the future.

In addition to augmenting the executive capacity of the State, Mission Karmayogi also aims to equip government officials for the future. The government of the future is expected to be, among other things, agile, data-driven, tech-enabled and citizen• centric. Each of these collective attributes will enable governments to deliver on long-term national goals while being prepared to face unforeseen challenges.

Figure 3 Institutional structure of Mission Karmayogi
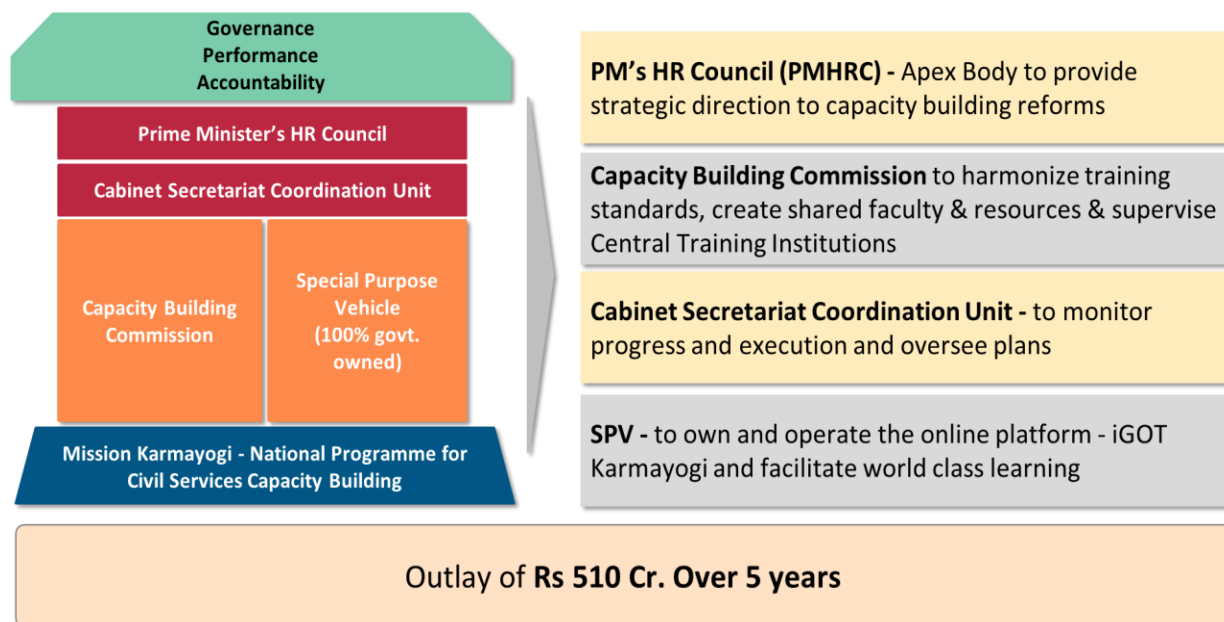
The following institutions have been created to operationalize the Mission:

1. PM's HR Council (PMHRC): Apex Body that provides strategic direction to the Mission
2. Cabinet Secretariat Coordination Unit: Monitors progress and oversees all capacity building interventions.
3. Capacity Building Commission (CBC): Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forth recommendations on standardization of training and capacity building, supervises all central training institutions.
4. Special Purpose Vehicle: Owns and operates the online platform - iGoT Karmayogi - facilitating world class learning.

Guiding Principles of Mission Karmayogi

Mission Karmayogi is guided by certain core principles that are applicable to all capacity building interventions under the program. These include:

1. **Shift from rule to role-based capacity building:**
   Mission Karmayogi focuses on enhancing the attitudes, skills, and knowledge of government officials through role-based interventions. This means a shift from rule-based, supply-driven trainingto more role-based, demand-driven capacity building. As such, it is targeted to the individual official's needs, wants and aspirations and would be achieved through role-specific, just-in-time, lifelong training for government officials.
2. **Move to a competency-driven approach:**
   A competency-driven capacity-building approach focuses on developing competencies critical for public officials to effectively undertake various roles. In line with the National Training Policy of 2072, Mission Karmayogi introduces a competency framework for the capacity building of the civil

services. This framework will govern training, capacity building, and Human Resource (HR) management, including promotions and postings of government officials. Competencies can be defined as a combination of Attitudes, Skills, and Knowledge (ASK) that enable an individual to successfully perform a task or activity in a given job.

3. **Democratize and enable continuous, lifelong learning opportunities:**

   Currently, the civil services capacity building eco-system does not provide a continuous learning environment for government officials. Additionally, such efforts cater mostly to a specific group of officials. Thus, Mission Karmayogi aims to change this situation by making opportunities available to all government officials, across hierarchies and geographies. This includes the opportunity to continuously build and strengthen the competencies required for fulfilling their respective roles. It will also provide equitable access to learning material across different levels of the government thereby making world-class capacity building initiatives available to all sections of the civil service.

4. **Move beyond silos in the Government:**

   Mission Karmayogi aims to break silos across the various ministries/departments, to encourage collaborative effort in achieving shared national goals and priorities.

5. **Shift to the 70-20-10 model:**

   Mission Karmayogi proposes designing learning opportunities based on the 70-20-70 model of life-long learning. The 70-20-70 model is constructed on the following principle:

   a. Experiential learning - 70 percent of learning comes from on-the-job experiences and reflections

   b. Relational learning - 20 percent of learning is derived from working with others

   c. Informational learning - 70 percent of learning comes from formal instructor• led activities

6. **Link goal setting, planning & and achievements:**

   Mission Karmayogi aims to align learning and capacity building with organisational goals and the career goals of individual officials. This would also include performance measurement.

7. **Establish unbiased systems of evaluation:**

   Under Mission Karmayogi, there will be objective, fair, and independent assessments to determine performance.

8. **Shift the mind set of public officials toward training and capacity building:**

   The goal is to shift the mindset of public officials from pursuing or delivering training due to compliance, to pursuing it due to a love for learning and teaching

iGoT-Karmayogi

iGoT-Karmayogi is an online learning platform being developed as part of Mission Karmayogi for capacity building of approximately 2 crore civil servants. The content can be curated by individual government ministries, in-house or through knowledge partners. Carefully crafted and vetted content from best-in-class government and non-government institutions, universities, private content providers and individual resources will be made available as training modules through the platform.

2.2. Capacity Building Commission

To oversee the planning and implementation of the NPCSCB, the Capacity Building Commission (CBC) was constituted in April of 2021. The Commission plays a key role at helm of Mission Karmayogi and its interventions are designed with three lenses: First, alignment of department's goals with national priorities; Second, citizen centric service delivery, and third, enhancing capacity of civil servants on emerging technologies. The commission is mandated to perform the following functions:

Figure 4 Functions of Capacity Building Commission
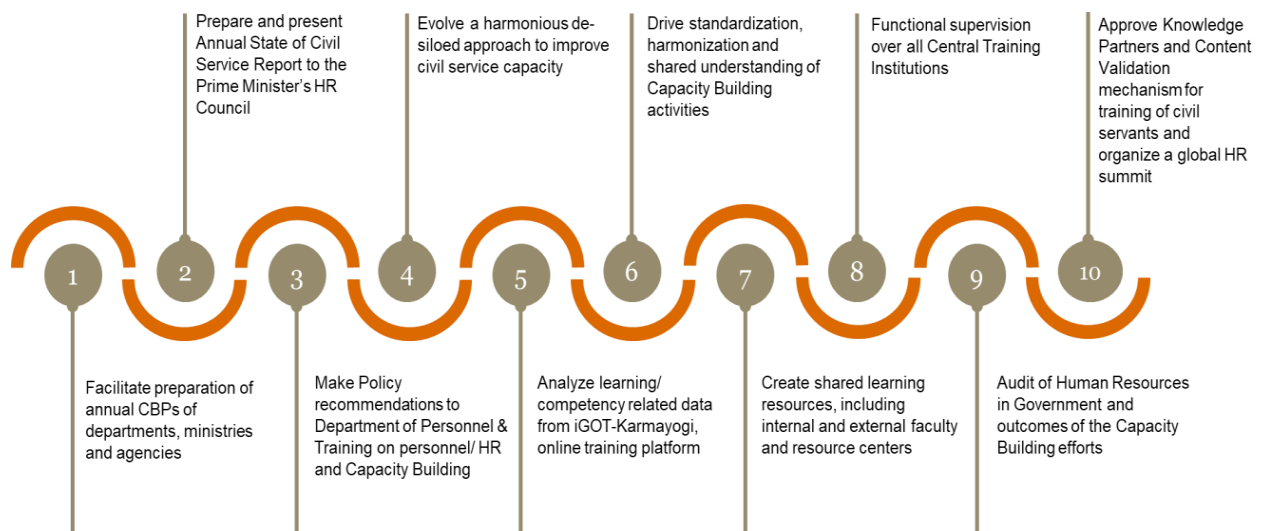
Figure 5 Emerging Ecosystem of Civil Services Capacity Building
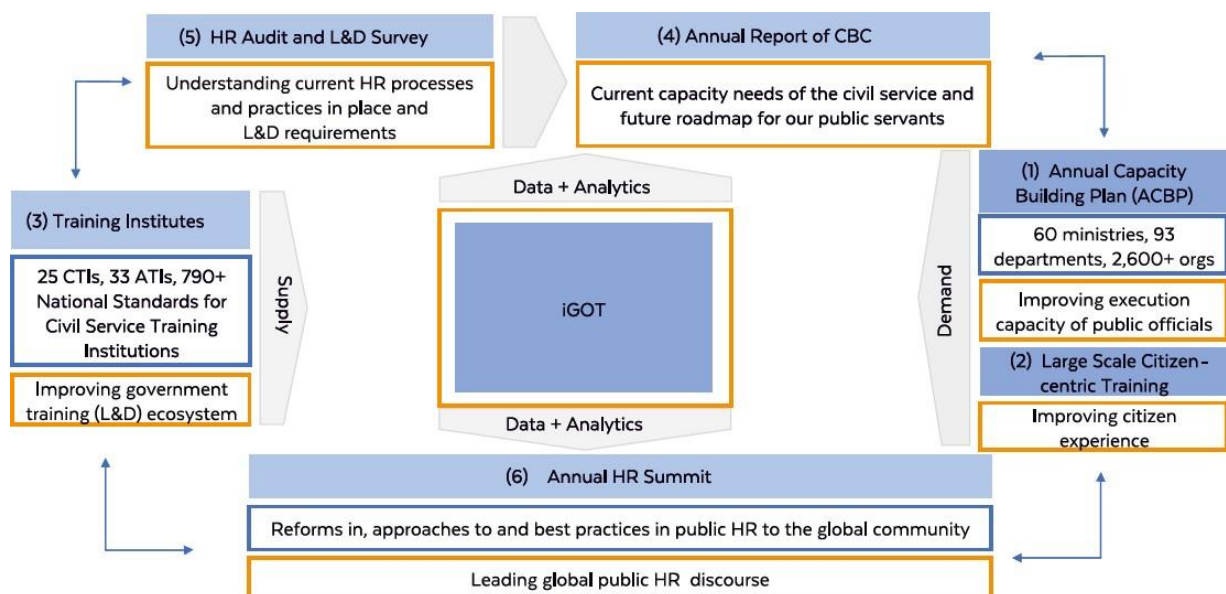
The Figure shows the Emerging Ecosystem of Civil Services Capacity Building as envisioned by CBC. As can be seen, demand for capacity building will be driven by the creation and implementation of ACBPs across all MDOs. The ACBPs will provide a detailed analysis of individual and collective organizational needs for the MDO, based on which interventions will be designed, implemented, and monitored. Specific citizen-centric behavioral training will focus on improving citizens' experience while engaging with the State.

Regarding supply side, the focus will be on improving the government learning and development ecosystem. CBC has developed the National Standards for Civil Services Training Institutes (NSCTI) as a benchmark for measuring the existing capacity of government Training Institutes. Targeted interventions across focus areas such as faculty development, training needs assessment, operations & governance will guide the transformation of these institutes and Centers of Excellence.

HR Audit and Learning & Development Survey will help in gathering an understanding of the current HR processes and practices in place, and future L&D requirements. This understanding will help recommend measures for improvement and will be documented in the Annual Report of CBC.

Insights generated by analyzing data emanating from the iGoT Karmayogi platform will also inform the Annual Report of CBC, HR Audit, and the global discourse on public sector HR and capacity building. India will lead this global discourse by organizing an annual HR Summit.

CBC has already conceptualized and developed CDP for pilot Ministries including - Ministry of Civil Aviation (MoCA), Ministry of Food Processing Industries (MoFPI), Ministry of Defence (MoD), Ministry of Labor & Employment (MoL&E), Ministry of Ports, Shipping and Waterways (MoPSW), Ministry of Social Justice and Empowerment and Department of Commerce. As the first step, CBC has interacted and worked along with these Ministries to chart out their goals, identify their competency requirement and preparation of their CDP.

This report provides a broad overview of the vision and the goals of DPPW. It summarizes the competency requirements of the various divisions of the Department, and highlights some of the interventions that can be marshaled in short and medium term.

2.3. Annual Capacity Building Plan

As noted, one of the key mandates of the Commission is to facilitate the creation of an Annual Capacity Building Plan (ACBP) for each MDO of the government.

CBC views the process of capacity building as a marathon, not a sprint. Through the ACBP exercise, it intends to expand the public sector capacity building by going beyond training. Thus, while the ACBP exercise identifies MDO-specific training interventions to build individual capacity, it also looks at organizational interventions that can build capacity of an MDO as a whole or can be scaled up to build capacity pan-government.

The ACBP of an MDO is document detailing all the interventions required to develop and enhance the competencies of individual officials within that MDO as well as the collective capacity of the MDO. Given the

nature of the change required, the ACBP may begin with a few simple focus areas instead of comprehensive coverage, and then evolve overtime into a full-fledged workplan.

Creation of ACBP will focus on identifying the demand for capacity by conducting a Capacity Needs Analysis (CNA). The implementation phase will in turn focus on the supply-side of the process. Table 1 lists the demand and supply sides to the ACBP exercise.

Table 1 Demand and supply side to ACBP

D	S
- Visioning Exercise - Capacity Needs Analysis - Individual competency gaps - Organisational capacity needs - Consultations - Surveys	- Training institutes associated with respective ministries - Other government training institutes - iGoT Karmayogi platform - Partner training institutes outside of India Indian and foreign universities - MDOs implementing interventions that are pan-government - Private sector organisations from and outside India - Central and State PublicSector Undertakings/ Enterprises - Multilateral Organizations

The following section covers the conceptual framework of ACBP. It is followed by the specific suggested steps for the creation, implementation and monitoring and evaluation of the ACBP by a Ministry/Department.

A Conceptual Framework for Development of Annual Capacity Building Plan

The Content of an ACBP will be based on the following two aspects:

- Three Lenses: Focus areas for capacity building exercise
- Three Pillars: Scope of capacity building exercise

Figure 6 CBC Approach to Capacity Building
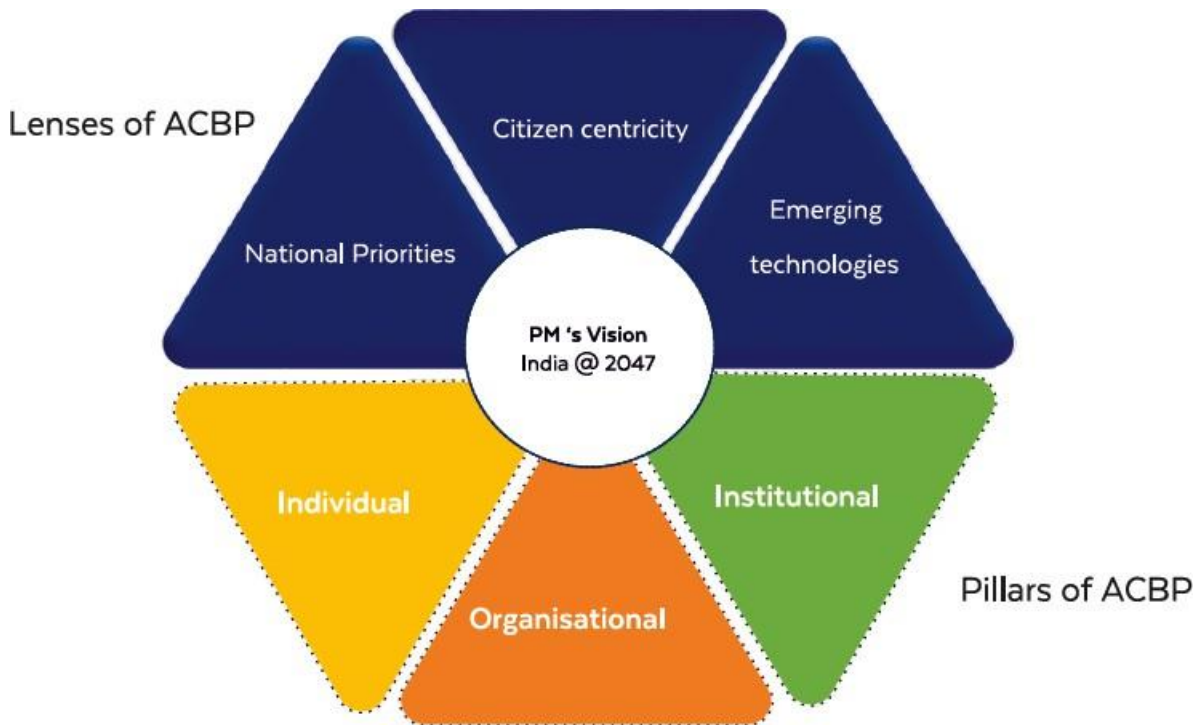
The Figure shows the three lenses of ACBP, namely National Priorities, Emerging Technologies, and Citizen Centricity. It also displays the three pillars of ACBP, namely individual, organizational, and institutional capacity building. Each of these has been elaborated in the section below:

Three Lenses: Focus areas for capacity building exercise

Capacity building is a goal-oriented exercise. Each Ministry/Department is expected to arrive at its own capacity building goals. To facilitate this process, the CBC has identified three focus areas: contribution to National Priorities, ability to assess Emerging Technologies and Citizen Centricity.

Figure 7 Three Lenses of Capacity Building

- ✓ Which National Priority does the Department directly contributes to?
- ✓ What is the sectoral technology roadmap related to the department?
- ✓ Are public services delivered with a consumer-centric manner?

National Priorities

Emerging Technologies

Citizen Centricity
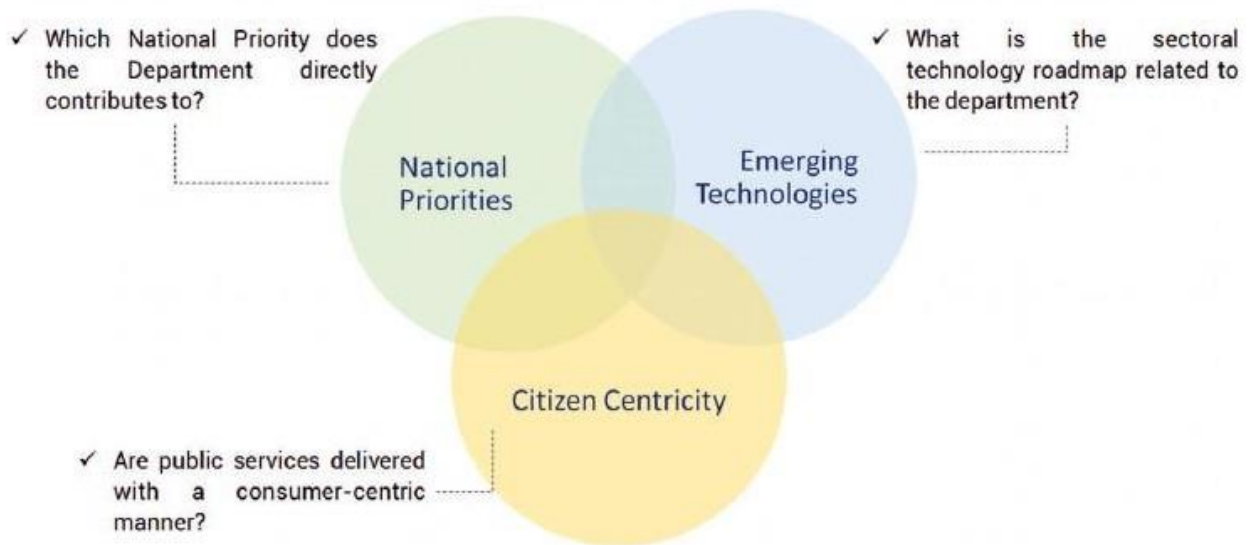
Three Pillars: Scope of Capacity Building Exercise

Capacity is developed at three levels: individual, organizational, and institutional (as seen in figure below). These are referred to as the three pillars of capacity building.

Figure 8 Three Pillars of Capacity Building

Individual
- Domain Competencies
- Functional Competencies
- Behavioral Competencies

Organizational
- Technology and Data
- Systems and Processes
- Resources and Assets
- Partnerships and Relationships
- Personnel Management

Institutional
- Capacity Building Units
- De-siloisation
- Rules, Norms, Traditions

2.4. Department, Capacity Building Unit and Functions

CBC intends to institutionalize capacity building by setting up a Capacity Building Unit (CBU) in respective departments which will lead efforts in operationalizing the competency framework, developing content, curating assessments et cetera, and will work closely with Capacity Building Commission.

The CBU of the Dpeartment of Pension & Pensioners' Welfare is headed by Sh. Sanjiv Narain Mathur, Additional Secretary and supported by specialist manpower from Capacity Building Commission.

Structure of the Capacity Building Unit (CBU)

Departmental CBU

```
                        Sh. Dhrubajyoti
                        Sengupta (CBU -
                           Chairman)

              Sh. Ravikiran
              Ubale(Executive
              Head)

Sh.Pramod      Sh. R.C. Sethi    Shashi          Smt. Deborah     Smt. Swati Kant
Kumar (Member) (Member)          Bhooshan        Umesh (Member)   (Member)
                                 Kumar (Member)
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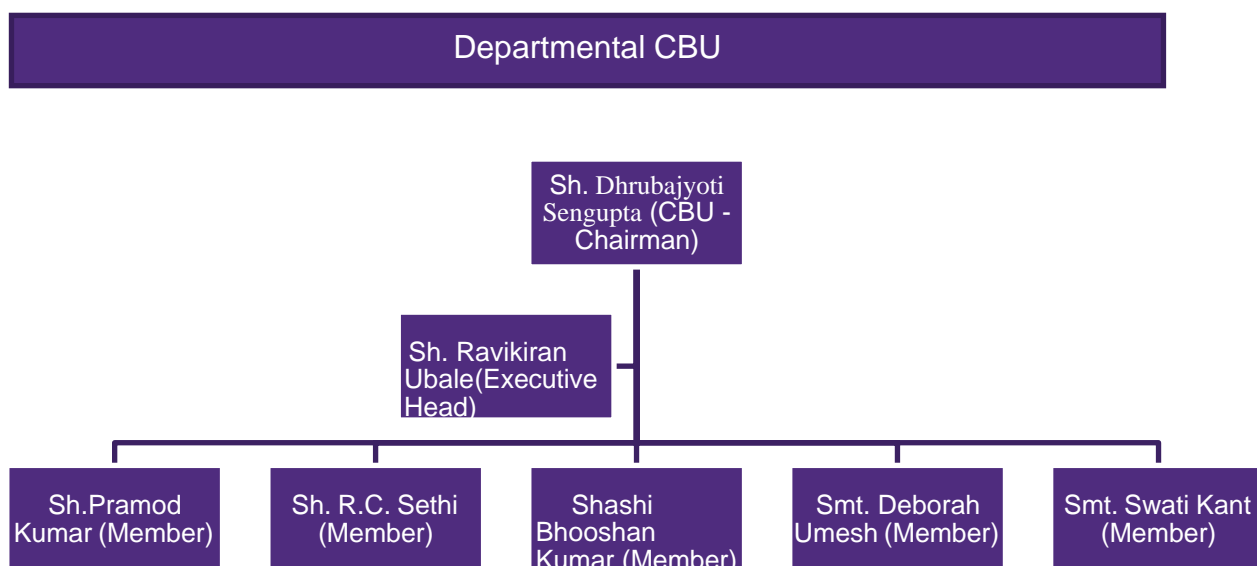
The CBU will support the various functions of the CBC at the Department level such as:

a) Preparation, validation and onboarding of the Annual CBC Report

b) Making recommendations on standardization of training and capacity building, pedagogy and methodology including coordination with Government Training Institutes to carry out research on pedagogy, competency framework, competency gap assessment et cetera.

c) Making recommendations on policy interventions in areas of personnel/HR and Capacity Building to CBC

d) Analysis of data emitted from iGoT KY pertaining to different aspects of capacity building such as content creation, competency mapping, feedback etc.

e) Monitor the competency development of officials

Activities of the Capacity Building Unit (CBU)

The Capacity Building Unit will be responsible for all aspects of the larger Capacity Building Programme as well as the Departmental rollout of Capacity Building plans. CBC will support the Capacity Building Unit in the ACBP rollout.

a) Finalization of Ministerial Annual Capacity Building plan for the next 2 years, facilitating implementation of ACBP, development of training calendar for meeting the institutional vision and needs, addressing all levels and its effective roll out obtaining approval of the competent authority in DPPW for annual Training calendar

b) Facilitating monitoring, evaluation of the Annual Capacity Building Plan with close co-ordination between CBC and MDO

c) Support in collecting various data related to Annual State of Civil Services Report and act as data manager

d) Coordinate with all stakeholders covering Training Institutes and various other Knowledge Partners to implement ACBP of the Ministry

e) Facilitate and map existing resource (digital and physical) and make it shareable

f) Global benchmarking: Identify various opportunities of collaboration for departmental functioning and alignment with global practices

3. Approach and Methodology

The purpose of this study is to identify the capability gaps and competency requirements in the Department of Pension & Pensioners' Welfare (hereinafter referred to as the "Department") and suggest improvement initiatives which shall assist Department 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 CBP.

As part of this study, the team has adopted an agile and consultative approach in defining the broad contours of the CBP. The key steps followed by the team are as follows:

Understanding the vision, mission and goals for the Department and assessing the role played by Department in achieving its objective

Identifying the initiatives required for capacity building: Assessment of competencies required vis-à-vis the measures to strengthen the same

Determining the elements of the CBP and initiatives, which can be considered for strengthening the competencies of at each division of the Department

1   **2**   **3**   **4**   **5**

Determining the functional, institutional, and technological gaps in consultation with the division heads of the Department

Identifying the level complexity required in obtaining the competencies

In the initial stage, secondary research was conducted to understand the Vision, Mission, and Goals of the Department, subsequently, focused discussions were held with the Directors/DS/US/heads of various divisions at the Department and its undertakings. The research and discussions assisted in understanding the vision and goals of the Department and understand the role of each division within the Department.

The current capability gaps (in terms of competency, institutional and technological) were identified along with desired competencies for each division based on the self-assessment of the Director/DS/US/heads of divisions at the Department and its undertakings.

After assessing the gaps and competency requirements, appropriate initiatives for capacity building were identified along with their level complexity. Lastly, the elements of the CBP were determined for strengthening the competencies of respective divisions in the Ministry.

The timeline of creating the CBP in the Department of Pension & Pensioners' Welfare is as follows:

Steps for creating Annual Capacity Building Plan

Capacity Needs Analysis (CNA) in consultation with Department (April 10, 2023)

Drafting of capacity needs and interventions into a plan (May 24, 2023)

Kick off meeting with Head of CBU (Dec 02, 2022)

Identify training and non-training capacity building interventions (April 13, 2023)

Finalisation of ACBP with Head of MDO (Ongoing)
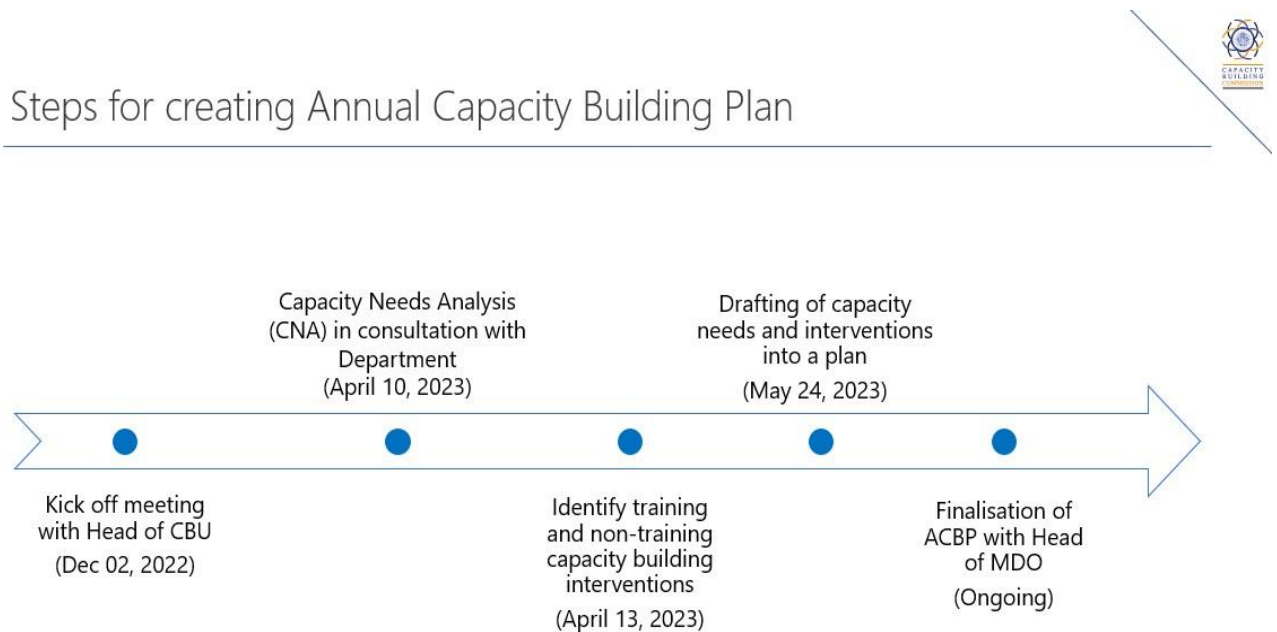
Based on the goal and focus areas of each division, competency needs of the Department have been identified. These competency requirement ranges from the art of drafting policy, pension rules knowledge to skills related to stakeholder management, communication skills and citizen-centric capabilities.

Steps undertaken in CNA

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

2. **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

3. **Comprehend role & responsibility of each wing/division of the Ministry/department**
Have a clear and complete understanding of each division/ unit headed by Director/DS/US

4. **Consideration of future requirements** of the department in terms of future roadmap, proposed technology interventions and anticipated challenges

5. **Multiple rounds of consultation with the department head and other officials** to conduct a robust TNA exercise

6. **Situational analysis and key findings**
Identify the skills required and competency gaps
For the identified gaps, identify the key interventions

7. **Finalisation of list of courses across hierarchy for ACBP preparation**
The finalisation of list of courses across hierarchy for ACBP preparation (individual/divisional/departmental)

Steps	Details
Step 1: Alignment of objective with the Ministry	Joint kick-off meeting was conducted with the Additional Secretary. In the meeting, the mandate & the objectives of the CBC were articulated. It was clarified that the framework of CBC is not limited to training, but also incorporates institutional and systemic capacity development. The expectations of the Department were also identified from this meeting.
Step 2: Understanding the role & function of the Department	Following the above meeting, team conducted a thorough review of the following areas: ● Department's mandate, policies, roles, functions, recent developments and trendlines from the Department's website, portals and documents, web search and study reports ● Department's key programs, priorities, strategic objectives and goals, emerging trends/ focus areas ● National priorities and how the Department fulfils/ contributes to same
Step 3: Comprehend role & responsibility of each division/desk of the Department	The team then further identified the following activities for each division/unit headed by a Director/DS/US: ● Areas of responsibility of the division/unit ● Emerging trends, government priorities and Department's objectives that fell within purview of division/desk

Steps	Details
	● Specific schemes/programmes managed by division/desk
Step 4 – Consultation with the division/desk head	Consultations were conducted with the division/desk heads at the Department, to understand the following areas: ● Entire spectrum of roles and responsibilities, functions and activities undertaken by each unit and the priority ● Interrelationships with other units within the Department and coordination/ cooperation with government agencies outside the Department and the larger set of stakeholders the unit engages with for each functional responsibility ● Current and emerging trends and future possibilities and how it could impact the role and functioning of the unit ● Understand the broad staffing structure and operational practices adopted by the unit to deliver outputs and outcome Apart from getting a comprehensive understanding of the roles and responsibility of each division/desk, consultations were held with the divisions/desks to understand the: ● Current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives ● Competency gaps as per the experience of the head of the division/desk based on self-assessment ● Competency required to execute the critical functions of the division
Step 5 – Conducting TNA exercise	The entire end-to-end raining needs assessment (TNA) exercise was conducted along with the discussions with the division/desk heads. The survey questionnaire was an important part of this process to identify frequently used competencies by each stakeholder.
Step 6 – Situational analysis and key findings	Based on the consultation with the key stakeholders, the team conducted preliminary competency mapping which highlighted competency skills required in the Department. The team then identified the key interventions that the Department can undertake for the identified gaps which included training courses and other systemic/institutional interventions.

Steps	Details
Step 7 – List of interventions for the officials	The final list of courses, training and non-training interventions were then identified in order to ensure that the best-suited interventions became part of the final ACBP..

Based on the above methodology of the study, the broad structure and overview of the following sections of the report is provided below:

Table 2 Scope Coverage of the Plan

Section	Scope Coverage in the Section	
Section 1	**Overview of the Department**	This section focuses on the Department's Vision, Mission, and Goals. It includes various areas of responsibilities of the Department's divisions.
Section 2	**Roles & responsibilities of the divisions/desks and requirements**	This section incorporates division specific mandates and the role these divisions (which includes divisions under the Department and its undertakings) play as part of the Department to achieve the same. This section also captures the competency, institutional and technological gaps as identified by the various divisions/desks. The assessment of the requirements is based on the deep dive into the Roles and Responsibilities (R&R) of various divisions of the Department and its undertaking that have specific focus areas and defined goals that was derived through consultations with these divisions/desks and assists in identification of the critical areas.
Section 3	**Requirements of the divisions/desks**	This section covers the areas of work responsibilities of the divisions/desks and identification of various competencies required to deliver in a streamlined manner. It further categorizes the competencies into a framework as identified by the officials of the respective organization.
Section 4	**Key Insights from CBC CNA Exercise**	This section highlights the insights generated from the Capacity Needs Analysis (CNA) exercise with regards to capacity building.

Section 5	**Capacity Building Plan**	Initiatives required to address the identified competencygaps have been outlined in this section. Initiatives have been categorized as immediate priority, critical priority, and long-term initiatives, depending upon the ease of implementation and dependencies. This section also provides the larger institutional and technological requirements that are common across all Ministries/Departments and can be studies further for more structured action.

4. Department Overview

The Department of Pension & Pensioner's Welfare (DoPPW) was set up in 1985 as part of the Ministry of Personnel, Public Grievances and Pensions to formulate policy and coordination of matters relating to retirement benefits of the Central government covered under CCS (Pension) Rules, 1972. Apart from formulation of pension policy for the Central Govt. Pensioners/ Family Pensioners, it also seeks to promote pensioners welfare and serves as a forum for the redressal of Pensioners' grievances.

However, the pensioners of Ministries of Railways and Defence are governed by their respective pension rules having their independent administrative set up. The employees working in the establishments belonging to the class of industries/ other establishment listed in the schedule appended to EPF & MP Act.1950 are covered under EPS Scheme administered by Ministry of Labour. Further, the pensionary matters of those who joined/ would join Central Government on or after 1.1.2004, are dealt by Ministry of Finance (Department of Financial Services) under National Pension System.

In 2007, the Department initiated a web-based scheme entitled 'Pensioners' Portal', which has now been expanded to run all pension welfare activities of Central Government Pensioners.

The Department also ensures that sufficient recommendations and suggestions are accepted from the most critical stakeholders, the pensioners. On the recommendations of Parliamentary Consultative Committee, DoPPW constituted a Standing Committee of Voluntary Agencies (SCOVA) in 1986. SCOVA consists of 15 non-official members (5 Standing Group and 10 Rotating Group Members) represented by the Pensioners Associations from various Ministries/Departments/Regions/States etc. Official Members are representatives of various Ministries/Departments of Government of India. It is a useful forum for holding consultation with the stakeholders i.e. the pensioners through their Associations and concerned Ministries/ Departments. It provides the Associations an opportunity for raising their issues concerning pensioners' welfare etc. directly before the concerned Ministries/ Departments.

SCOVA functions to promote the following objectives:[1]

- To provide feedback on implementation of process/programmes of the Department of Pension & Pensioners' Welfare
- To discuss and critically examine the policy initiatives and
- To mobilize voluntary efforts to supplement the Government action

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[1] Department of Pension & Pensioners' Welfare website

4.1. Vision

A life of dignity and respect for Central Government Pensioners.

4.2. Mission

The Mission of the Dept. is enlisted below:-

- Formulation of pension policy

- Timely and smooth payment of pension and other retirement benefits to Central Government employees

- Simplification of rules/ guidelines and procedures and their dissemination

- Facilitating prompt redressal of the pension related grievances

- Promoting the welfare of pensioners[2]

4.3. Goals/ Objectives

The Department of Pension & Pensioners' Welfare handles all matters related to the Pension of retired government officials and for this they have to undertake multiple activities. These matters are mentioned below:[3]

- Formulation of policy and co-ordination of matters relating to retirement benefits to Central Government employees (Civil, Defence and Railway Pensioners)

- Administration of – (a) The Central Civil Services (Pension) Rules, 1972; the Central Civil Services (Commutation of Pension) Rules, 1981; the Central Civil Services (Extraordinary Pension) Rules, 1939; the All India Services (Death-cum-retirement benefits) Rules, 1958, and (b) any other scheme relating to Central Government pensioners, entrusted to the Department

- Pension structure and relief to pensioners

- New facilities of fringe benefits to the Central Government pensioners

- Matters relating to amendment to, or relaxation of, Pension rules or any other rule concerning retirement benefits

- Policy and co-ordination relating to welfare of Central Government Pensioners

- NOTE: The action in respect of 3 above shall be subject to the concurrence of Ministry of Finance. Action in respect of other matters involving recurring financial implications by way of relaxation or liberalisation of any rule shall be subject, to guidelines, as agreed to between the Department of Pension and Pensioners' Welfare and the Ministry of Finance, Department of Expenditure

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[2] Citizen Charter: Department of Pension & Pensioners' Welfare
[3] Government of India (Allocation of Business) Rules, 1961

4.4. Organogram[4]

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                          ┌──────────────────┐
                          │  Prime  Minister │
                          ├──────────────────┤
                          │     MOS (PP)     │
                          ├──────────────────┤
                          │    Secretary     │
                          ├──────────────────┤
                          │ Joint Secretary  │
                          └──────────────────┘
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Director (PW)	Director (PP)	Director (RK)	DS(RCS) & HOD

US (Desk-H)	US (Ad.I)	US (Coor & Bhavishya)	US (CPEN GRAM)	US (Desk-B)	US(Desk-F& RTI)	US(Desk-D &E)	US (Ad.II)	US (Budget)	US(Desk-A)

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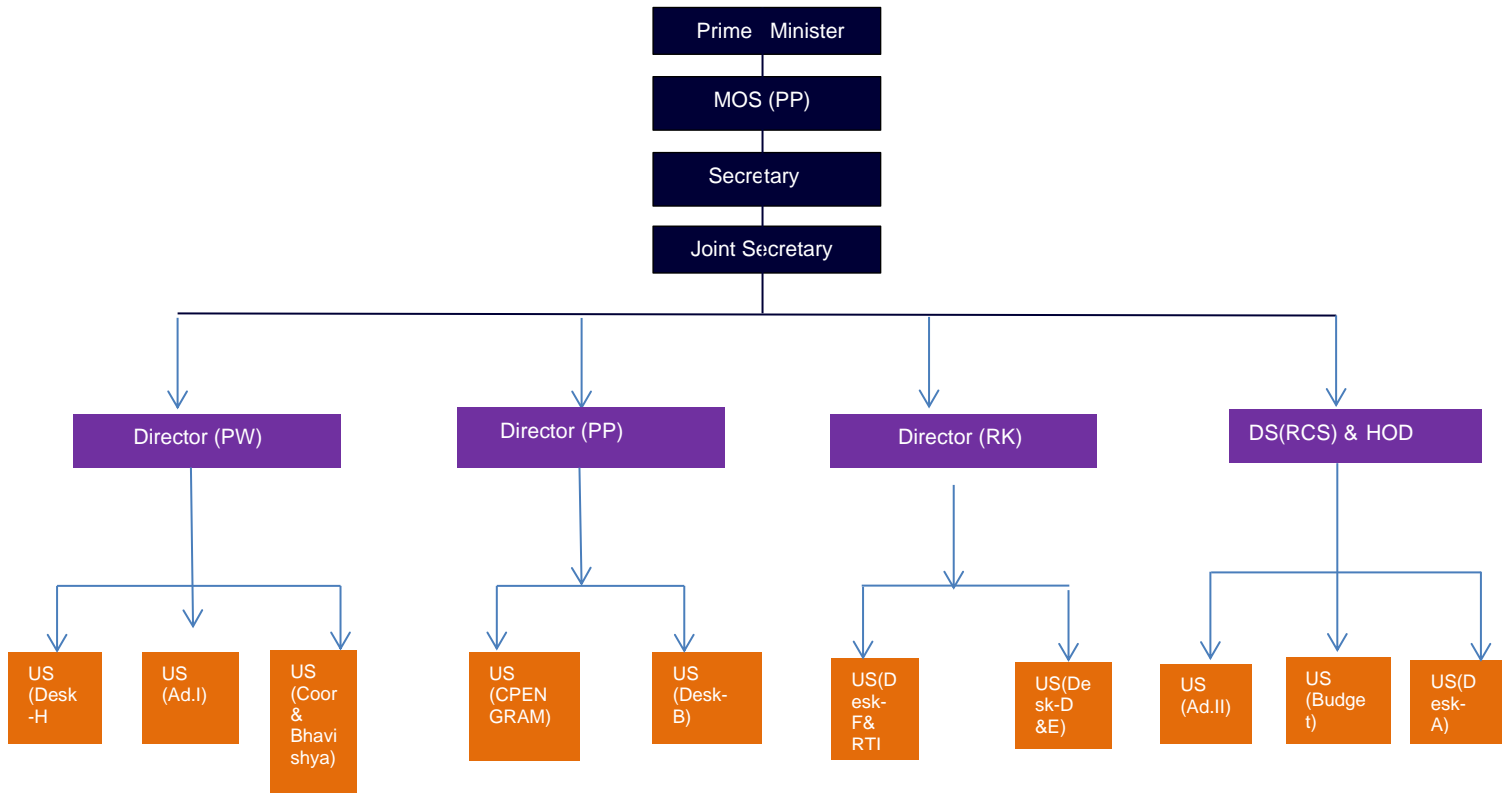
[4] Department of Pension & Pensioners' Welfare website - (Source: https://doppw.gov.in/en/organisational-chart#)

4.5. Divisions, Roles and Responsibilities

The Department of Pension & Pensioners' Welfare was formed with the vision "A life of dignity and respect for Central Government Pensioners". To give it the right mix of divisions to ensure that the aims and objectives are realized to their full potential, it was structured with multiple divisions/desks and job roles among Department officers. There are between 1-3 officials for each division/desk. Each role has a defined work allocation headed by a department official. The details of these are tabulated below[5]:

S. No.	Concerned Director/DS	Desk/US	Work Allotment	Concerned SO	Concerned ASO
1	Ravikiran Ubale, Director (PW)	Shri Vishal Kumar Under Secretary (B&Coor.)	• Sankalp		
			• Bhavishya and related issues • Strategic Initiatives: Sambal Scheme: Ease of Living for Widows of CAPF Martyrs • 100% Electronic PPOs and Replication of 'Bhavishya' In All Non-Civil Ministries • Coordination of 7th CPC • Revised PPOs. • Handling of critical issues of retirees pertaining to Banks/CPAO/Ministries/ • Bhavishya • RTI	Syed Mohd. Danish Rizvi	
			• Pensioners' Portal including hiring of technical manpower for Pensioners' Portal for NIC • All coordination work related to Parliament questions		

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[5] Work allocation provided by DoPPW

S. No.	Concerned Director/DS	Desk/US	Work Allotment	Concerned SO	Concerned ASO
		Shri Shashi Bhooshan Kumar Under Secretary (Admn-I)	• All Establishment related matters • Vigilance Matters • Training matters • Outsourcing of staff (Estimates, tenders, LOA etc.) other than billing • Admin 1 including attendance, leave account, immovable property returns, medical claims, APAR etc. • Pension matters of staff and officers. • Monthly DO to DoPT • Updating of portals (AVMS, Probity, CVO) • Updating of DoPPW's website (Coordination issues) • Outsourcing of staff w.r.t. billing of processing and day to day coordination with agency.	Ms. Deborah Umesh	Ms Neelam Meena Shri Vivek Bhinchar Vacant
			• Creation of Link of VC through Bharat VC. • Preparation of PPT for meeting of SOM and other meetings. • E- office • EHRMS • CSCMS updation		
			• Dak Receipt & diarizing in e-office monitoring • Dak marking • Dak Scanning		

S. No.	Concerned Director/DS	Desk/US	Work Allotment	Concerned SO	Concerned ASO
		Shri Shashi Bhooshan Kumar Under Secretary			

S. No.	Concerned Director/DS	Desk/US	Work Allotment	Concerned SO	Concerned ASO
			• Media coordination including social media- Twitter, Facebook, Documentaries etc.		
			• Hindi (OL)	Ms. Manju Gupta, AD(OL)	Sh Anil Kumar Koiri, STO
		Shri Subhash Chander Singh,Under Secretary (H)	• Strategic Initiative: Promotion of Digital Life Certificate and related issues. • Pension Procedures under CCS (Pension) Rules & Simplification of Forms • Aadhaar Seeding • Grants-in-Aid • Identification of Pensioners' Associations & coordination of activities with Pensioners' Associations		
2.	Shri Ramesh Chandra Sethi DS(RC)	Smt. Madhu Mankotia, Under Secretary (A)	All pension policy matter excluding those allocated to other Desks. Strategic Initiative: Review & Rationalization of CCS (Pension) Rules,1972 Matter relating to 6th Central Pay Commission & 7th CPC, etc. (except committee work) Work related to 7th CPC Pension Act 1871 Court Cases	Shri Hemant	Shri Anshul Sharma

S. No.	Concerned Director/DS	Desk/US	Work Allotment	Concerned SO	Concerned ASO
			Monitoring of LIMBS software Weekly status of contempt cases/important cases to Hon'ble MoS (PP) Weekly position of court cases to DoPT.		
		Shri Sandeep Gahlot Under Secretary (Admin-II) & HOO	• Admin-II	Andrew Zomawia Karthak	Shri Namonarayan Meena Shri Vinod Kumar
		Shri R. K. Dutta Under Secretary (Budget) & DDO	• Budget • DDO • Audit Paras • Cash	Shri Akhlesh Mann	
3.	Shri Pramod Kumar, Director (PP)	Shri Deepak Gupta, Under Secretary (Cpengrams)	• Supervision/ monitoring of grievances registered under CPENGRAM • Integrated Grievance Call center, its operation, including technical issues. • ANUBHAV scheme • Monitoring of Janpath Bhawan Dak inflow & outflow • Dak Receipt & diarizing in e-office and its monitoring • Dak Dispatch		Shri Ravi Prakash Meena
			• Commutation of Pension Rules • Dearness Relief. • SCOVA/JCM.		

S. No.	Concerned Director/DS	Desk/US	Work Allotment	Concerned SO	Concerned ASO
			• Resolutions and demands received from pensioners' associations • Cabinet notes under Rule 37A including references • Absorption of Central Govt. employees in Autonomous Bodies/PSUs including reciprocal arrangement with State Government. • Grant of exemption from the Rule of immediate absorption in Autonomous Bodies for filling up posts by deputation. • Matters relating to conversion of Govt. Deptts into PSUs/ Autonomous Bodies. • Matters pertaining to Issue of Pensioners' Card • Reference under CGHS issues, Fixed Medical Allowance/ Health Insurance Scheme. • Strategic Initiative: Liberalized Health OPD Scheme for pensioners.		
		Shri S. Chakrabarti Under Secretary (B)	• All aspect relating to qualifying service. • Counting of past service/resignation/break in service/addition to qualifying service in special circumstances. • Retirement gratuity • National Pension System • PFRDA matters • Issues relating to mobility of Govt servants from one dept. to another • Ex-Burma, ex-Goa/Pondicherry Pensioners		Ms. Gunjan Chauhan
4.	Shri Ravinder Kumar, Dir(RK)	Shri Ashutosh Kumar Agrawal Under Secretary (D & E)	• All aspects of Family Pension under CCS (Pension) Rules, 1972. • Ex-gratia to CPF retirees/families. • Payment of arrears of Pension (Nomination) Rules. • Pension Adalat	Smt. Swati Kant	

S. No.	Concerned Director/DS	Desk/US	Work Allotment	Concerned SO	Concerned ASO
		Ms. Sonika Khattar Under Secretary (F)	• Minutes of senior officers' meeting • Compilation of compendium • Updation of E-samiksha portal • Coordination other than Parliamentary Affairs /Questions /LIMBS. • All issues pertaining to Hon'ble MoS (PP) review meeting. • VIP references • GPF/CPF matters • Census/Database of Pensioners. • All matters relating to Extra-ordinary pension, EOP Rules, Payment of Ex-gratia lumpsum compensation to Central Govt Employees, Retirement/ Retirement benefits for Constitutional and Statutory Authorities. • Review and Rationalization of EOP Rules		
		Ms. Sonika			

5. Competency Assessment across Roles

This section gives an overview of the methodology adopted for capacity need assessment as well as Division wise behavioral, functional and domain competencies. This section also consists of top 10 behavioral, functional and domain competency requirements as per the requirement of the multiple requirements.

5.1. Methodology Adopted for Training Needs Assessment

In order to assess the Individual level competency / capacity building requirements, a top-down approach for interaction was adopted. The top-down approach of interaction began with the Kick-Off meeting with Mr. Sanjiv Narain Mathur, Additional Secretary, Department of Pension & Pensioners' Welfare (DoPPW) followed by a meeting with the Department's point of contact person – Mr. Ravikiran Ubale (Director-PW). Mr. Hemang Jani, Secretary, Capacity Building Commission also had a meeting with Mr. V. Srinivas, Secretary, Pension. During the initial interactions with the Additional Secretary and Director, it was discussed that CBC would be interacting with the officials managing the various desks for conducting the Annual Capacity Building Plan exercise.

Post the identification of the officials, the team held one-on-one discussions with the respective Directors, Deputy Secretaries and Under Secretaries. During the one-on-one discussions, the entire agenda and approachof the exercise were presented in detail, and an attempt was made to assess the capacity building requirementsat the various levels. Notably, most of the capacity building requirements identified by the Directors/DS/US highlighted requirements associated with the following:

1. Matters related to strengthening the awareness related to the initiatives associated with the Department.

2. Matters related to gaps in domain expertise regarding intricate details of rule-making.

3. Matters related to functional capacity building requirements to empower the officers of the Divisions to execute their day-to-day tasks expeditiously

4. Challenges related to various schemes / projects or challenges related to communicating the benefits to the stakeholders of various schemes / projects

5. Division's role and activities

The Capacity Needs Analysis (CNA) Template prepared by the CBC was shared with the Department and was circulated internally. The officers chose to respond to the Capacity Needs Analysis through one-on-one discussions and filing the survey forms, both. Hence, both – the minutes of meeting prepared during or post the discussions with the officers and the filled CNA templates were used to collate the capacity building requirements.

All the Division/Desk-wise capacity building requirements collated through the CNA exercise are in the next section.

5.2. Behavioral, Domain and Functional Capacity Building Requirements

This section provides the key work areas for the Department and the required competencies for efficient and smooth execution of all the areas of its work responsibility.

Competencies required at an organization level can be typically classified into three categories:

1. **Domain competency:** This includes competencies required to build understanding and expertise related to the sector, division, and the respective focus areas

2. **Behavioral competency:** This includes competencies related to behavior and soft skills such as negotiation skills, self-motivation, interpersonal skills, etc. One of the important competencies under this segment is the citizen centricity/ stakeholder focus capability.

3. **Functional competency:** This includes competencies related to the functional aspects of the department such as science of policy designing and implementation, project management, financial planning, etc. and most importantly, technological know-how

4. **Institutional and Technological capacity:** These include the capacities required to be developed or augmented in terms of process improvements, knowledge management and resources planning for increasing efficiency. Some of the issues also include high attrition, shortage of staff, limited development opportunities and the performance appraisal criterion. However, this would require a more in-depth study of the institutions, long term capacity building assessment, technological requirements etc. and hence have not been covered in this section presently.

These competencies include combination of theoretical and practical knowledge, cognitive skills, adoption of technology and automation, values, and behavior to improve performance. Based on the goal and focus areas of each division, competency needs of the Ministry have been identified. These competency requirement ranges from the art of drafting policy, sectoral knowledge to skills related to networking & negotiation and customer- centric capabilities.

5.2.1. Insights from One-on-One Discussions

- **Visioning exercise** held with the Secretary – Department of Pension & Pensioners' Welfare and Additional Secretary – Department of Pension &Pensioners' Welfare
- **One-on-One Meetings** held with 11 officials: Mr. R. C. Sethi (Deputy Secretary), Mr. Subhash Chander (Under Secretary), Mr. R. K. Dutta (Under Secretary), Mr. Ravinder Kumar (Director), Mr. Vishal Kumar (Under Secretary), Mr. Dhananjay Prasad (Under Secretary), Mr. Siddheshwar Chakravarthi (Under Secretary), Mr. Manoj Kumar (Under Secretary), Mr. R.K. Dutta (Under Secretary), mr. Ravikiran Ubale (Director), Mr. Pramod Kumar (Director).
- Multiple valuable inputs came through these discussions which are mentioned below:

- o Collaborations and workshops could be done with the Pension-related officials of various Ministries/Departments in order to ensure reduced doubts/issues and clarifications.
  - o Pension system to be explored for other agencies such as the United Nations, Asian Development Bank, International Monetary Fund etc.
  - o The language of Pension rules could be simplified in order to reduce issues/clarifications and public grievances. Rule-making has to be easier. Possibility of workshop with Ministry of Defense to be explored as the defense procurement rules are easy to understanding.
- **Insights** from the meetings and One-on-one discussions regarding the high priority competencies are the following:
  - o **Behavioral:**
    - Communication Skills
    - Time Management
    - Stakeholder Management
  - o **Functional:**
    - E-Office
    - MS Office (Excel. PPT, Word)
    - Grievance Redressal

The detailed insights of the One-on-one discussions is given below:

S. No.	Competency Type	Officer/ Designation/ Division/Desk	Competency Requirements
1.	Domain Competency	Mr. R.C. Sethi (Deputy Secretary)	• National Pension Scheme • Understanding of pension procedures and computation • GPF Rules • Pension rules and rule-making
		Mr. Subhash Chander (UnderSecretary) – Desk H	• Understanding of pension procedures and computation • Pension rules and rule-making • Digital Life Certificate (DLC) knowledge • Basic understanding of Darpan portal (Niti Aayog), Anudan portal • Understanding of Grants-in-Aid
		Mr. R.K. Dutta (Under Secretary) –Desk CPENGRAMS	• Understanding of pension procedures and computation • Data management and analysis (grievance related)

		Mr. Ravinder Kumar (Director), Ms. Sonika Khattar (US – Desk F), Mr. Ashutosh Kumar Agrawal (US – Desk E)	• Pension rules and rule-making
		Mr. Siddheshwar Chakravarthi (US – Desk B)	• Understanding of pension procedures and computation • Pension rules and rule-making
		Ms. Sonika Khattar (US)	• Understanding of pension procedures and computation • Pension rules and rule-making
		Mr. R. K. Dutta (US – Budget & Cash)	• Understanding of pension procedures and computation
		Mr. Ravikiran Ubale (Director)	• Policy impact assessment • Understanding of different pension systems • Data management and analysis (grievance related) • Pension rules and rule-making
		Mr. Pramod Kumar (Director)	NA
2.	Functional Competency	Mr. R.C. Sethi (Deputy Secretary)	• Government e-marketplace (GeM) • Procurement and Tender Writing
		Mr. Subhash Chander (UnderSecretary) – Desk H	• Public Financial Management System (PFMS) • Managing public grievances • Budgeting • Financial Management
		Mr. R.K. Dutta (Under Secretary) –Desk CPENGRAMS	• Managing public grievances
		Mr. Ravinder Kumar (Director), ms. Sonika Khattar (US – Desk F), Mr. Ashutosh Kumar Agrawal (US – Desk E)	• Government e-marketplace (GeM) • General Financial Rules, 2017 (GFR) • Managing public grievances • Public Financial Management System (PFMS) • Issuing advisories and clarifications

		Mr. Siddheshwar Chakravarthi (US – Desk B)	• RTI Act, 2005 • Issuing advisories and clarifications • Managing public grievances
		Ms. Sonika Khattar (US)	• RTI Act, 2005 • Managing public grievances
		Mr. R.K. Dutta (US – Budget & Cash)	• Government e-marketplace (GeM) • General Financial Rules, 2017 (GFR) • Public Financial Management System (PFMS) • Financial Management • Bookkeeping & Accounting • Budgeting
		Mr. Ravikiran Ubale (Director)	NA
		Mr. Pramod Kumar (Director)	NA
3.	Behavioral Competency	Mr. R.C. Sethi (Deputy Secretary)	• Communication Skills • Stakeholder Management
		Mr. Subhash Chander (UnderSecretary) – Desk H	• Stress Management • Stakeholder Management
		Mr. R.K. Dutta (Under Secretary) –Desk CPENGRAMS	• Communication Skills • Stakeholder Management • Stress Management
		Mr. Ravinder Kumar (Director), Ms. Sonika Khattar (US – Desk F), Mr Ashutosh Kumar Agrawal (US – Desk E)	• Communication Skills • Stakeholder Management
		Mr. Siddheshwar Chakravarthi (US – Desk B)	• Communication Skills • Stakeholder Management
		Ms. Sonika Khattar (US)	• Communication Skills • Stakeholder Management
		Mr. R. K. Dutta (US – Budget & Cash)	• Stakeholder Management
		Mr. Ravikiran Ubale (Director)	NA

		Mr. Pramod Kumar (Director)	NA

5.2.2. Survey Response Summary

- <u>Overall summary</u>:
  - The questionnaire was circulated among the staff of the Department and 32 officials responded to the questionnaire
  - Average years of experience of the officials in the Department = 5.8 years
- <u>Past trainings</u>: Only 5 officials have attended 1 or more trainings conducted in the last 1 year: these were such as E Procurement and GFR, Level D training, Pre-foundational training (ISTM) etc.
- The most commonly used technical skills were MS Office, E-Office
- <u>Behavioral competencies</u>: Time management, Ethical behavior, Communication skills, Attention to detail were the most highly used behavioral competencies identified
- <u>Functional competencies</u>: E-Office, NIC Applications, MS Office were the most frequently used functional competencies
- Project Management, Bookkeeping and accounting, Vigilance are not used very frequently by most officials
- For the 5 officials among PPS, Personal Assistant and Stenographer, the top behavioral competencies were Communication skills, Attention to detail, Time management and Ethical behavior. While the top functional competencies were E-Office and MS Office
- <u>Challenges</u> faced by the officials includes the following - inadequate staff strength, no induction module for familiarization with the Department, lack of experience in interpretation of rules & regulations, frequent changes in guidelines, Uploading of Utilization Certificate by Pensioners' Associations, coordination skills.

5.2.3. Detailed Insights from CNA

The detailed analysis of the 32 questionnaire responses from the CNA for DPPW Desks/Divisions is given below:

Responses Received:

S. No.	Designation	No. of Responses
1	Under Secretary	09
2	Assistant Section Officer	5
3	Section Officer	4
4	Director	3
5	Personal Assistant	2
6	Stenographer	2
7	Junior Translation Officer	2
8	PPS	1
9	Senior Translation Officer	1
10	Deputy Secretary	1
11	Assistant Director	1
12	Operation Manager	1
	Total	**32**

S. No.	Competency Type	Designation	Division/Desk	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
1.	Domain Competency	Under Secretary	Desk H (DLC, Grants, Pensioners' Assoc.)	• Understanding of Grants-in-Aid	• I
			Desk CPENGRAMS and Desk D (Commutation of pension, medical issues of pensioners and misc.)	• Call Centre Management	• I
			Desk - BHAVISHYA & Parliament	NA	

				Budget & Cash	NA	
				Administration-I	NA	
				Desk F (Extraordinary pension matters) & Coordination	• Policy matters on CCS(EOP) Rules • GPF rules	• I • I
				Desk B (Qualifying service terms, grant of gratuity)	• Understanding of pension procedures and computation • Understanding of difficulties being faced by each stakeholder	• I • I
				Administration 2 (General Administration)	NA	
				Desk E (Family pension matters)	NA	
			Assistant Section Officer	Desk A (RTI matters)	NA	
				Administration-I	NA	
				Desk CPENGRAMS and Desk D (Commutation of pension, medical issues of pensioners and misc.)	NA	
				Administration 2 (General Administration)	NA	
				Desk H (DLC, Grants, Pensioners' Assoc.)	NA	
			Section Officer	Administration	NA	
				Budget & Cash	NA	
				Desk A (RTI matters)	NA	
				Desk CPENGRAMS	• Pension rules and rule-making • National Pension Scheme	• B • B
			Director	Pension Policy	• Pension rules, interpretation and rule-making	• A
				Pension Welfare	• Data management and analysis (grievance related) • Policy impact assessment	• A • A

				• Understanding of different pension systems	• A
			Coordination	NA	
		Junior Translation Officer	Rajbhasha Anubhag	NA	
			OL Section	NA	
		Senior Translation Officer	OL Section	NA	
		Deputy Secretary	Pension Policy, Admin II and Budget	NA	
		Assistant Director	OL Section	NA	
		Operations Manager	Social Media and Graphic Design	NA	

S. No.	Competency Type	Designation	Division/Desk	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
2.	Functional Competency	Under Secretary	Desk H (DLC, Grants, Pensioners' Assoc.)	• E-office • RTI Act, 2005 • General Financial Rules, 2017 (GFR) • Establishment Rules & General Administration Matters of Government Departments • Budgeting • Cabinet note, EFC or office order, noting and drafting • NIC applications (email, messenger, cloud storage and others) • MS Office (Excel, PPT, Word)	• A • I • A • A • I • I • I • I
			Desk CPENGRAMS and Desk D (Commutation of pension, medical issues of pensioners and misc.)	• E-office • RTI Act, 2005 • NIC applications (email, messenger, cloud storage and others) • MS Office (Excel, PPT, Word) • Quantitative & Analytical Skills	• A • I • I • I • I
			Desk - BHAVISHYA & Parliament	• E-office • RTI Act, 2005	• A • I

					• NIC applications (email, messenger, cloud storage and others)	• I
					• MS Office (Excel, PPT, Word)	• I
					• Quantitative & Analytical Skills	• I
				Budget & Cash	• E-office	• A
					• Public Financial Management System (PFMS)	• I
					• Government e-marketplace (GeM)	• I
					• General Financial Rules, 2017 (GFR)	• A
					• Budgeting	• I
					• Bookkeeping & Accounting	• I
					• Financial Management	• I
					• Cabinet note, EFC or office order, noting and drafting	• I
					• NIC applications (email, messenger, cloud storage and others)	• I
					• MS Office (Excel, PPT, Word)	• I
					• Quantitative & Analytical Skills	• I
				Administration-I	• E-office	• A
					• RTI Act, 2005	• I
					• Government e-marketplace (GeM)	• I
					• General Financial Rules, 2017 (GFR)	• A
					• HRMS Rules	• A
					• Procurement and Tender Writing	• I
					• Establishment Rules & General Administration Matters of Government Departments	• A
					• Budgeting	• A
					• Financial Management	• I
					• Vigilance	• I
					• NIC applications (email, messenger, cloud storage and others)	• I
					• MS Office (Excel, PPT, Word)	

				• Project Management		• I
				• Quantitative & Analytical Skills		• I
						• I
			Desk F (Commutation of pension, medical issues of pensioners and misc.) & Coordination	• E-office • RTI Act, 2005		• A • I
			Desk B (Qualifying service terms, grant of gratuity)	• E-office		• A
				• RTI Act, 2005		• I
				• NIC applications (email, messenger, cloud storage and others)		• I
				• MS Office (Excel, PPT, Word)		• I
				• Quantitative & Analytical Skills		• I
			Administration 2 (General Administration)	• E-office		• A
				• Public Financial Management System (PFMS)		• I
				• RTI Act, 2005		• I
				• Government e-marketplace (GeM)		• I
				• General Financial Rules, 2017 (GFR)		• A
				• HRMS Rules		• A
				• Procurement and Tender Writing		• I
				• Budgeting		• I
				• Financial Management		• I
				• Vigilance		• I
				• NIC applications (email, messenger, cloud storage and others)		• I
				• MS Office (Excel, PPT, Word)		• I
				• Quantitative & Analytical Skills		• I
			Desk E (Family pension matters)	• E-office		• A
				• RTI Act, 2005		• I
				• HRMS Rules		• I
				• Vigilance		• I
				• Cabinet note, EFC or office order, noting and drafting		

				MS Office (Excel, PPT, Word)	I
					I
	Assistant Section Officer	Desk A (RTI matters)		E-office	A
				Public Financial Management System (PFMS)	B
				RTI Act, 2005	B
				Government e-marketplace (GeM)	B
				General Financial Rules, 2017 (GFR)	B
				HRMS Rules	B
				Procurement and Tender Writing	B
				Establishment Rules & General Administration Matters of Government Departments	B
				Vigilance	B
				Cabinet note, EFC or office order, noting and drafting	A
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				Project Management	B
				Quantitative & Analytical Skills	B
		Administration-I		E-office	A
				Public Financial Management System (PFMS)	B
				RTI Act, 2005	B
				Government e-marketplace (GeM)	B
				General Financial Rules, 2017 (GFR)	B
				HRMS Rules	B
				Procurement and Tender Writing	B
				Establishment Rules & General Administration Matters of Government Departments	B
				Budgeting	B

				Competency	Level
				• Bookkeeping & Accounting	• B
				• Financial Management	• B
				• Cabinet note, EFC or office order, noting and drafting	• A
				• NIC applications (email, messenger, cloud storage and others)	• A
				• MS Office (Excel, PPT, Word)	• A
				• Project Management	• B
				• Quantitative & Analytical Skills	• B
			Desk CPENGRAMS and Desk D (Commutation of pension, medical issues of pensioners and misc.)	• E-office	• A
				• RTI Act, 2005	• B
				• Cabinet note, EFC or office order, noting and drafting	• A
				• NIC applications (email, messenger, cloud storage and others)	• A
				• MS Office (Excel, PPT, Word)	• A
			Administration 2 (General Administration)	• E-office	• A
				• Public Financial Management System (PFMS)	• B
				• Government e-marketplace (GeM)	• B
				• General Financial Rules, 2017 (GFR)	• B
			Desk H (DLC, Grants, Pensioners' Assoc.)	• E-office	• A
				• General Financial Rules, 2017 (GFR)	• B
				• HRMS Rules	• B
				• Establishment Rules & General Administration Matters of Government Departments	• B
				• Budgeting	• B
				• NIC applications (email, messenger, cloud storage and others)	• A
				• MS Office (Excel, PPT, Word)	• A
		Section Officer	Administration	• E-office	• A
				• Government e-marketplace (GeM)	• B
				• HRMS Rules	• I

					• Procurement and Tender Writing	• I
					• Establishment Rules & General Administration Matters of Government Departments	• I
					• Budgeting	• B
					• Bookkeeping & Accounting	• B
					• Financial Management	• B
					• Vigilance	• B
					• Cabinet note, EFC or office order, noting and drafting	• A
					• NIC applications (email, messenger, cloud storage and others)	• A
					• MS Office (Excel, PPT, Word)	• A
				Budget & Cash	• E-office	• A
					• Public Financial Management System (PFMS)	• B
					• Budgeting	• I
					• Bookkeeping & Accounting	• I
					• Financial Management	• I
					• NIC applications (email, messenger, cloud storage and others)	• A
					• MS Office (Excel, PPT, Word)	• A
				Desk A (RTI matters)	• E-office	• A
					• RTI Act, 2005	• B
					• NIC applications (email, messenger, cloud storage and others)	• A
					• MS Office (Excel, PPT, Word)	• A
					• Quantitative & Analytical Skills	• B
				Desk CPENGRAMS	• E-office	• A
					• RTI Act, 2005	• B
					• NIC applications (email, messenger, cloud storage and others)	• A
					• MS Office (Excel, PPT, Word)	• A
					• Project Management	• B
					• Quantitative & Analytical Skills	• B

		Director	Pension Policy	• E-office	• A	
				• Public Financial Management System (PFMS)	• A	
				• RTI Act, 2005	• A	
				• HRMS Rules	• A	
				• MS Office (Excel, PPT, Word)	• A	
				• Project Management	• A	
				• Quantitative & Analytical Skills	• A	
			Pension Welfare	• E-office	• A	
				• RTI Act, 2005	• A	
				• General Financial Rules, 2017 (GFR)	• A	
				• HRMS Rules	• A	
				• Procurement and Tender Writing	• A	
				• Establishment Rules & General Administration Matters of Government Departments	• A	
				• Budgeting	• A	
				• Bookkeeping & Accounting	• A	
				• Financial Management	• A	
				• Vigilance	• A	
				• Cabinet note, EFC or office order, noting and drafting	• I	
				• NIC applications (email, messenger, cloud storage and others)	• I	
				• MS Office (Excel, PPT, Word)	• A	
				• Quantitative & Analytical Skills	• A	
			Coordination	• E-office	• A	
				• Public Financial Management System (PFMS)	• A	
				• RTI Act, 2005	• A	
				• HRMS Rules	• A	
				• Establishment Rules & General Administration Matters of Government Departments	• A	
				• Vigilance	• A	

				• Cabinet note, EFC or office order, noting and drafting	• I
				• NIC applications (email, messenger, cloud storage and others)	• I
				• MS Office (Excel, PPT, Word)	• A
		Junior Translation Officer	Rajbhasha Anubhag	• Cabinet note, EFC or office order, noting and drafting	• B
				• NIC applications (email, messenger, cloud storage and others)	• B
				• MS Office (Excel, PPT, Word)	• B
				• Project Management	• B
				• Quantitative & Analytical Skills	• B
			OL Section	• E-office	• I
		Senior Translation Officer	OL Section	• E-office	• I
		Deputy Secretary	Pension Policy, Admin II and Budget	• E-office	• A
				• RTI Act, 2005	• A
				• Government e-marketplace (GeM)	• A
				• General Financial Rules, 2017 (GFR)	• A
				• HRMS Rules	• A
				• Procurement and Tender Writing	• A
				• Establishment Rules & General Administration Matters of Government Departments	• A
				• Budgeting	• A
				• Financial Management	• A
				• Cabinet note, EFC or office order, noting and drafting	• I
				• NIC applications (email, messenger, cloud storage and others)	• I
				• MS Office (Excel, PPT, Word)	• A
				• Quantitative & Analytical Skills	• A
		Assistant Director	OL Section	• E-office	• I
				• MS Office (Excel, PPT, Word)	• I
				• Quantitative & Analytical Skills	• B

S. No.	Competency Type	Designation	Division/Desk	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
		Operations Manager	Social Media and Graphic Design	• MS Office (Excel, PPT, Word)	• A

S. No.	Competency Type	Designation	Division/Desk	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
3.	Behavioral Competency	Under Secretary	Desk H (DLC, Grants, Pensioners' Assoc.)	• Leadership	• I
				• Decision Making	• I
				• Communication Skills	• A
				• Empathy	• S
				• Critical Thinking	• I
				• Stakeholder Management	• I
				• Time Management	• S
				• Negotiation	• A
				• Stress Management	• S
				• Conflict Resolution	• A
				• Citizen Centricity	• S
				• Gender Sensitivity	• S
				• Rule Consciousness	• S
				• Ethical Behavior	• S
				• Attention to Detail	• S
				• Result Orientation	• S
			Desk CPENGRAMS and Desk D (Commutation of pension, medical issues of pensioners and misc.)	• Leadership	• I
				• Decision Making	• I
				• Communication Skills	• A
				• Empathy	• S
				• Critical Thinking	• I
				• Stakeholder Management	• I
				• Time Management	• S
				• Negotiation	• A
				• Stress Management	• S
				• Conflict Resolution	• A
				• Citizen Centricity	• S
				• Gender Sensitivity	• S
				• Rule Consciousness	• S
				• Ethical Behavior	• S

					• Attention to Detail	• S
					• Result Orientation	• S
					• Innovation	• I
					• Giving Feedback	• I
				Desk - BHAVISHYA & Parliament	• Leadership	• I
					• Decision Making	• I
					• Communication Skills	• A
					• Empathy	• S
					• Critical Thinking	• I
					• Stakeholder Management	• I
					• Time Management	• S
					• Negotiation	• A
					• Stress Management	• S
					• Conflict Resolution	• A
					• Citizen Centricity	• S
					• Gender Sensitivity	• S
					• Rule Consciousness	• S
					• Ethical Behavior	• S
					• Attention to Detail	• S
					• Result Orientation	• S
					• Innovation	• I
					• Giving Feedback	• I
				Budget & Cash	• Decision Making	• I
					• Communication Skills	• A
					• Empathy	• S
					• Critical Thinking	• I
					• Stakeholder Management	• I
					• Time Management	• S
					• Stress Management	• S
					• Rule Consciousness	• S
					• Ethical Behavior	• S
					• Attention to Detail	• S
					• Result Orientation	• S
					• Innovation	• I
					• Giving Feedback	• I
				Administration-I	• Leadership	• I
					• Communication Skills	• A
					• Empathy	• S

					Critical Thinking	I
					Stakeholder Management	I
					Time Management	S
					Negotiation	A
					Stress Management	S
					Conflict Resolution	A
					Citizen Centricity	S
					Gender Sensitivity	S
					Rule Consciousness	S
					Ethical Behavior	S
					Attention to Detail	S
					Result Orientation	S
					Innovation	I
					Giving Feedback	I
				Desk F (Commutation of pension, medical issues of pensioners and misc.) & Coordination	Time Management	S
					Rule Consciousness	S
					Ethical Behavior	S
					Attention to Detail	S
					Result Orientation	S
				Desk B (Qualifying service terms, grant of gratuity)	Decision Making	I
					Communication Skills	A
					Critical Thinking	I
					Rule Consciousness	S
					Attention to Detail	S
				Administration 2 (General Administration)	Leadership	I
					Decision Making	I
					Communication Skills	A
					Stakeholder Management	I
					Time Management	S
					Stress Management	S
					Conflict Resolution	A
					Citizen Centricity	S
					Gender Sensitivity	S
					Rule Consciousness	S
					Ethical Behavior	S
					Attention to Detail	S
					Result Orientation	S
					Innovation	I

				Giving Feedback	I
				Leadership	I
				Decision Making	I
				Communication Skills	A
				Empathy	S
				Critical Thinking	I
				Stakeholder Management	I
				Time Management	S
			Desk E (Family pension matters)	Negotiation	A
				Stress Management	S
				Conflict Resolution	A
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	S
				Innovation	I
				Leadership	B
				Decision Making	B
				Communication Skills	A
				Empathy	S
				Critical Thinking	B
				Stakeholder Management	B
				Time Management	S
		Assistant Section Officer	Desk A (RTI matters)	Negotiation	B
				Stress Management	S
				Conflict Resolution	B
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	S
				Innovation	B
				Giving Feedback	B
			Administration-I	Leadership	B
				Decision Making	B

					• Communication Skills	• A
					• Empathy	• S
					• Critical Thinking	• B
					• Stakeholder Management	• B
					• Time Management	• S
					• Negotiation	• B
					• Ethical Behavior	• S
					• Attention to Detail	• S
					• Result Orientation	• S
					• Innovation	• B
					• Giving Feedback	• B
				Desk CPENGRAMS and Desk D (Commutation of pension, medical issues of pensioners and misc.)	• Leadership	• B
					• Communication Skills	• A
					• Empathy	• S
					• Critical Thinking	• B
					• Stakeholder Management	• B
					• Time Management	• S
					• Gender Sensitivity	• S
					• Rule Consciousness	• S
					• Ethical Behavior	• S
					• Attention to Detail	• S
					• Result Orientation	• S
					• Innovation	• B
					• Giving Feedback	• B
				Administration 2 (General Administration)	• Leadership	• B
					• Decision Making	• B
					• Communication Skills	• A
					• Empathy	• S
					• Critical Thinking	• B
					• Stakeholder Management	• B
					• Time Management	• S
					• Negotiation	• B
					• Stress Management	• S
					• Conflict Resolution	• B
					• Citizen Centricity	• S
					• Gender Sensitivity	• S
					• Rule Consciousness	• S
					• Ethical Behavior	• S

				• Attention to Detail	• S
				• Result Orientation	• S
				• Innovation	• B
				• Giving Feedback	• B
			Desk H (DLC, Grants, Pensioners' Assoc.)	• Leadership	• B
				• Decision Making	• B
				• Communication Skills	• A
				• Stakeholder Management	• B
				• Negotiation	• B
				• Stress Management	• S
				• Rule Consciousness	• S
		Section Officer	Administration	• Leadership	• B
				• Decision Making	• B
				• Communication Skills	• A
				• Empathy	• S
				• Time Management	• S
				• Negotiation	• B
				• Stress Management	• S
				• Conflict Resolution	• B
				• Citizen Centricity	• S
				• Gender Sensitivity	• S
				• Rule Consciousness	• S
				• Ethical Behavior	• S
				• Attention to Detail	• S
				• Result Orientation	• S
				• Innovation	• B
				• Giving Feedback	• B
			Budget & Cash	• Leadership	• B
				• Critical Thinking	• B
				• Time Management	• S
				• Citizen Centricity	• S
				• Rule Consciousness	• S
				• Ethical Behavior	• S
				• Attention to Detail	• S
				• Result Orientation	• S
				• Innovation	• B
				• Giving Feedback	• B

				Desk	Competency		Rating
				Desk A (RTI matters)		Decision Making		B
						Communication Skills		A
						Critical Thinking		B
						Time Management		S
						Conflict Resolution		B
						Citizen Centricity		S
						Rule Consciousness		S
						Ethical Behavior		S
						Attention to Detail		S
						Result Orientation		S
						Innovation		B
				Desk CPENGRAMS		Leadership		B
						Decision Making		B
						Communication Skills		A
						Empathy		S
						Critical Thinking		B
						Stakeholder Management		B
						Time Management		S
						Stress Management		S
						Conflict Resolution		B
						Citizen Centricity		S
						Rule Consciousness		S
						Ethical Behavior		S
						Attention to Detail		S
						Result Orientation		S
			Director	Pension Policy		Leadership		A
						Decision Making		A
						Communication Skills		A
						Empathy		S
						Critical Thinking		A
						Stakeholder Management		A
						Time Management		S
						Negotiation		A
						Stress Management		S
						Conflict Resolution		A
						Citizen Centricity		S
						Gender Sensitivity		S
						Rule Consciousness		S

				Competency		Level
				• Ethical Behavior		• S
				• Attention to Detail		• S
				• Result Orientation		• S
				• Innovation		• A
				• Giving Feedback		• A
			Pension Welfare	• Leadership		• A
				• Decision Making		• A
				• Communication Skills		• A
				• Empathy		• S
				• Critical Thinking		• A
				• Stakeholder Management		• A
				• Time Management		• S
				• Citizen Centricity		• S
				• Rule Consciousness		• S
				• Ethical Behavior		• S
				• Attention to Detail		• S
				• Result Orientation		• S
				• Innovation		• A
			Coordination	• Leadership		• A
				• Decision Making		• A
				• Communication Skills		• A
				• Empathy		• S
				• Critical Thinking		• A
				• Time Management		• S
				• Citizen Centricity		• S
				• Gender Sensitivity		• S
				• Rule Consciousness		• S
				• Ethical Behavior		• S
				• Attention to Detail		• S
				• Result Orientation		• S
				• Giving Feedback		• A
		Junior Translation Officer	Rajbhasha Anubhag	• Leadership		• B
				• Decision Making		• B
				• Empathy		• S
				• Critical Thinking		• B
				• Time Management		• S
				• Negotiation		• B
				• Stress Management		• S

				Conflict Resolution	B
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	S
				Innovation	B
				Giving Feedback	B
			OL Section	Communication Skills	A
				Empathy	S
				Critical Thinking	B
				Time Management	S
				Gender Sensitivity	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	S
				Giving Feedback	B
		Senior Translation Officer	OL Section	Leadership	B
				Decision Making	B
				Communication Skills	A
				Time Management	S
				Stress Management	S
				Conflict Resolution	B
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	S
		Deputy Secretary	Pension Policy, Admin II and Budget	Leadership	A
				Decision Making	A
				Communication Skills	A
				Empathy	S
				Critical Thinking	A
				Stakeholder Management	A
				Time Management	S
				Stress Management	S
				Conflict Resolution	A

					• Citizen Centricity	• S
					• Rule Consciousness	• S
					• Ethical Behavior	• S
					• Attention to Detail	• S
					• Result Orientation	• S
					• Innovation	• A
		Assistant Director	OL Section		• Leadership	• I
					• Decision Making	• I
					• Communication Skills	• A
					• Empathy	• S
					• Critical Thinking	• I
					• Time Management	• S
					• Stress Management	• S
					• Gender Sensitivity	• S
					• Rule Consciousness	• S
					• Ethical Behavior	• S
					• Attention to Detail	• S
					• Result Orientation	• S
		Operations Manager	Social Media and Graphic Design		• Decision Making	• B
					• Communication Skills	• A
					• Empathy	• S
					• Critical Thinking	• B
					• Time Management	• S
					• Ethical Behavior	• S
					• Attention to Detail	• S
					• Result Orientation	• S

5.3. Top Capacity Building Requirements Identified

This section talks about the top 10 Behavioral, Domain and Functional Competency requirements identified while conducting the CNA.

5.3.1. Behavioral Capacity Building

The top-10 Behavioral Capacity Building Requirements identified during the ACBP Exercise are as follows:
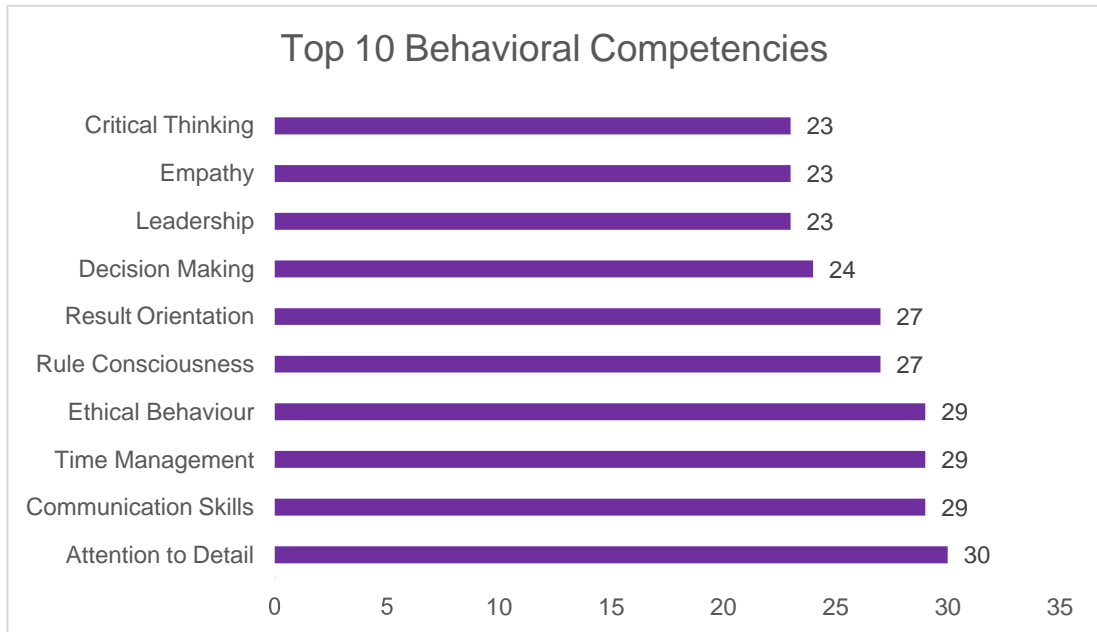
The numbers mentioned against the bars indicate the number of officers who have highlighted the need for the respective training / course. For instance, 29 officers of the Department of Pension & Pensioners' Welfare need training / capacity building on "Time Management" and "Communication Skills".

5.3.2. Functional Capacity Building

The top-10 Functional Capacity Building Requirements identified during the ACBP Exercise are as follows:

Top 10 Functional Competencies

Competency	Number
Public Financial Management System (PFMS)	9
Budgeting	10
General Finanical Rules, 2017 (GFR)	10
HRMS Rules	11
Cabinet note, EFC or office order, noting and drafting	12
Quantitative & Analytical Skills	16
RTI Act, 2005	19
NIC applications (email, messenger, cloud storage and others)	23
MS Office (Excel, PPT, Word)	27
E-office	30
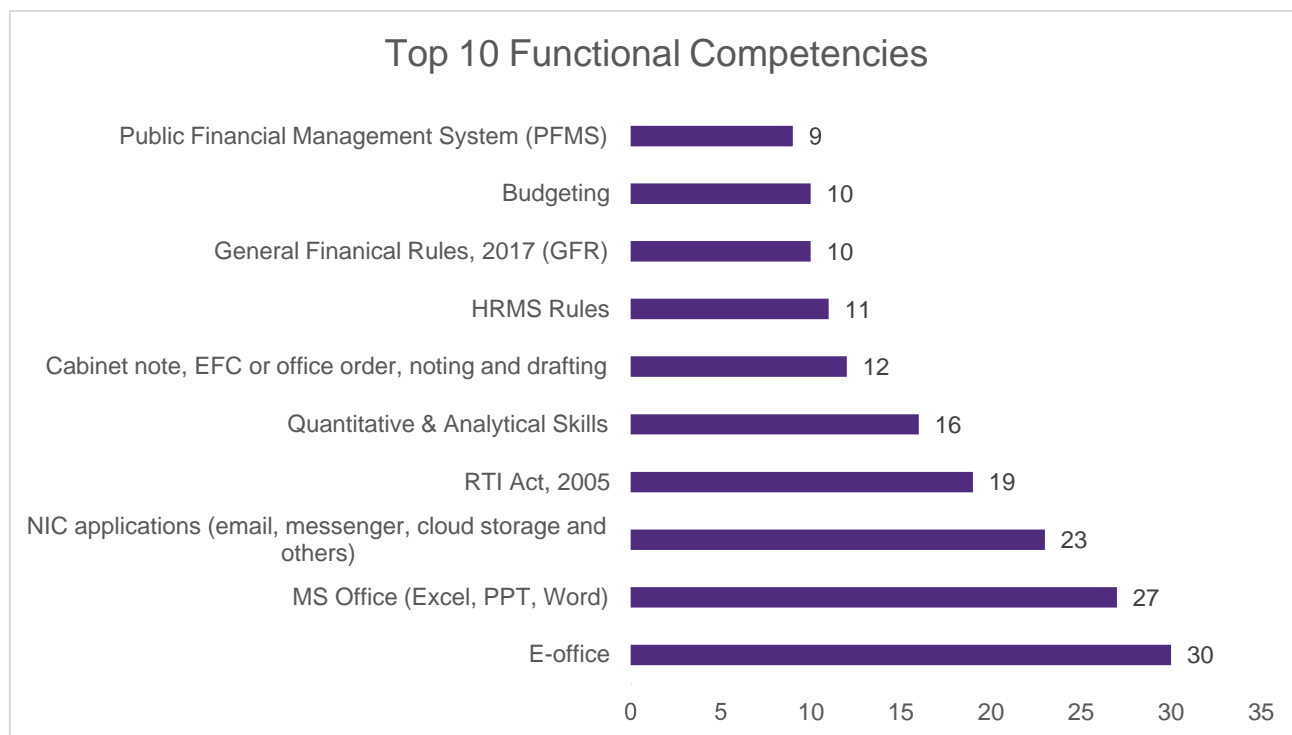
The numbers mentioned against the bars indicate the number of officers who have highlighted the need for the respective training / course. For instance, 27 officers of the Department of Pension & Pensioners' Welfare need training / capacity building on "MS Office".

5.3.3. Domain Capacity Building

The top few Domain Capacity Building Requirements identified during the ACBP Exercise are as follows:

- Pension rules and rule-making
- Understanding of pension procedures and computation
- National Pension Scheme
- GPF rules

The most common requirement highlighted by the officers is that of an Induction Training Module, which can help the officers in getting acquainted with the Department's activities, mandates, objectives, rules and procedures and divisions/desks.

6. Mapping of Organisational Goals

The Department has been given the mandate to provide support to the Pensioners and their families. In order to ensure this, they have certain citizen centric goals and technology interventions. These are mentioned below.

6.1. Sectoral Technology Roadmap

In today's fast-moving environment, it is imperative to move towards technological advancements across sectors and industries in order to reduce costs and achieve efficient operations. Hence, all government departments should be moving at the same pace of technological infrastructure development.

The Department of Pension & Pensioners' Welfare would be facing a few challenges. However, DoPPW ensures that they continue to serve the retired population of all ministries and departments. One of the challenges has been the pace at adopting technological innovation. It is vital to adopt newer technology for providing the best services to support the pensioners. The purpose of this section is to share a few of the technological changes that are initiated by the department:[6]

- **Mobile App:** A mobile app of the Department was launched in September 2017 to reach out to a larger number of pensioners and the services of the Pensioners' Portal were made available through this app.

  With the App, a superannuating central civil government official can monitor the progress of his pension settlement, retired officials are able to self-assess their pension through the pension calculator and register their grievances, if any. Facility to view latest orders issued by DoPPW is also available on the Mobile App. Further development and improvement would continue to happen.

- **Digitization:** Additional facility for annual submission of Digital Life Certificate (DLC) made available to pensioners/family pensioners through Jeevan Pramaan for uninterrupted payment of pension. Tripartite coordination organized with UIDAI, Jeevan Pramaan team of MEITY and pension paying Banks for smooth submission of DLC. Pensioners' Portal strengthened by adding the facility of online pension sanction process**.** Integration of Bhavishya software with all stake holders viz PFMS and PARAS and e-Awas has enabled generation of ePPO.

- **e-PPO, Digilocker, Big Data Pool:** The objective is to digitize the payment process from start to finish, wherein the start is online filling of pension forms by the would-be Pensioner and the finish is issue of e-PPO which reaches the Digi locker followed by the credit of the first pension in the pensioner's account.

  Despite complete digitalization in the Government Pension Processing System, the pension paying banks manually feed the PPO details in the system, after which, the pension payment starts. This

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[6] Department of Pension & Pensioners' Welfare website

manual intervention has to be replaced by a software in all the banks which should auto-capture the details of the e-PPOs received from the CPAO's office into their system.

Creation of Big Data Pool implies that the database of all the Pensioners is saved in soft form for all the Civil & Non-Civil Ministries of the Central Government. It will make a system-based revision of Pensions possible after every Pay Commission.

6.2. Citizen Centric Goals

It is vital to be moving towards a more citizen-centric approach in order to ensure that the stakeholders, the pensioners in this case, are most satisfied. The Department of Pension & Pensioners' Welfare is running various schemes in order to be more citizen-centric in nature. The details of these schemes are given below:

- **Sankalp:** An initiative from D/o Pension & Pensioner's Welfare, Government of India to provide a platform for the pensioners to access opportunities available for useful interventions in the society. It also facilitates the Organizations working in these areas to select appropriate skill and expertise from the available pool of volunteers.

- **Anubhav:** It is envisaged that this culture of leaving notes by retirees will become the foundation stone of good governance and administrative reforms in future.

- **Bhavishya:** The goal is to ensure payment of all retirement dues and delivery of Pension Payment Order (PPO) to retiring employees on the day of retirement itself. Towards this goal, the department has launched an online Pension Sanction & Payment Tracking System called 'BHAVISHYA'. The system provides online tracking of pension sanction and payment process by the individual as well as the administrative authorities. The system captures the pensioners' personal and service particulars.

- **CPENGRAMS:** The Department of Pension & Pensioners' Welfare being the nodal department for formulation of policies regarding pension, provides a platform regarding grievance redressal for pensioners called CPENGRAMS which is an online grievance registration and redressal portal. On this portal any pensioner can register their pension related grievance which gets forwarded to the relevant Ministry/Department within 60 days. It was created to provide easy access to get grievances addressed instead of mailing etc.

7. Capacity Building Plan

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

7.1. Capacity Building Initiatives

Based on the ease of implementation (ease of modifying existing programs to specific needs, cost, and time requirements), stakeholder buy-in, etc., the competency related initiatives have been categorized into **immediate priority initiatives and critical initiatives.** Additionally, certain requirements have been identified that are common across Divisions/desks and are necessary for meeting the overall objective of the Program and these have been categorized under institutional and technological requirements that also need immediate resolution.
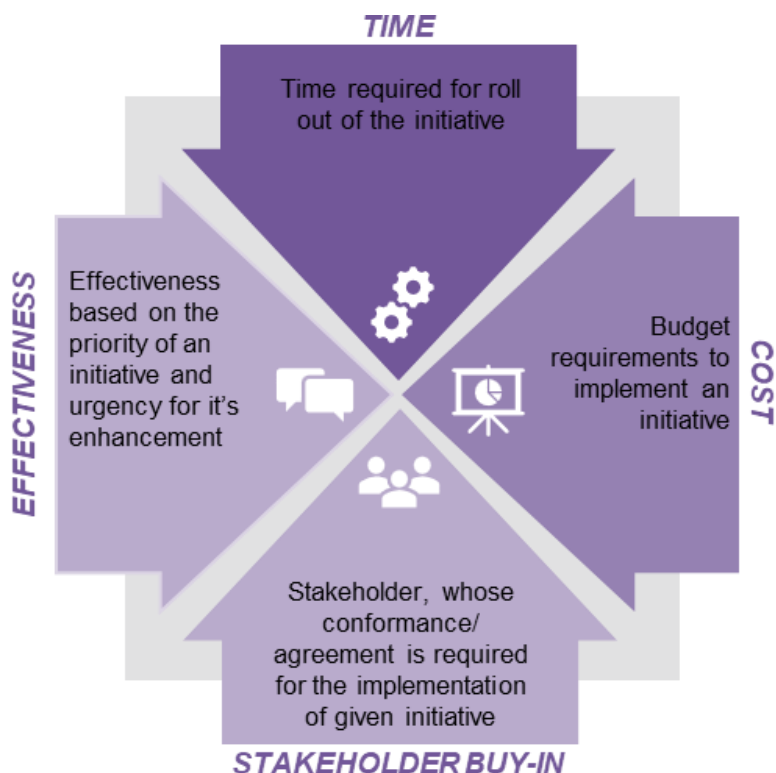
Figure 3 Key considerations for identification of initiatives in short - medium term

Immediate priority initiatives are those that can be implemented on an immediate basis for high impact and can resolve many key concerns without requiring enormous budget and planning. The **critical initiatives** are also very important to be undertaken that can be operationalized in a very short span of time to address the critical competency development / upgradation requirement on a priority.

With respect to the **long-term capacity enhancement initiatives,** these can be undertaken in the medium term based on the outcome of the in-depth study and assessment of larger institutional and technological issues that can be common across the MDOs. These assessments would need to be a continuous and iterative process and the initiatives recommended may be required to be updated / modified from time to time with customization at a division / department level. The benefit of such capacity building planning is that it would build expertise in the divisions and better align them with the organizational goals/ objectives.

However, based on the preliminary assessment, Government may undertake and implement the immediate priority initiatives, and critical initiatives followed by long-term capacity enhancement initiatives.

Certain key issues have been identified by the various Divisions of Department of Fisheries that are also common across the various other MDOs with whom consultations have been undertaken under the NPCSCB. However, such issues may require a further detailed study to develop action plan for their addressal that can be in the as institutional capacity building plans.

7.2. Identification of Training and Non-Training Interventions

To ensure healthy capacity building of the officials at the Department of Pension & Pensioners' Welfare, there are certain training as well as non-training interventions being proposed. These are the following:

7.2.1. Immediate Priority Training Initiatives

The Immediate priority initiatives have been identified in this section based on the domain, functional and behavioral competency requirements identified in section 2, along with the implementation strategy and these can be to be taken up on an urgent basis for high impact. These priority initiatives were identified in the discussions held with the Department of Pension & Pensioners' Welfare.

Behavioral Competencies

Training on ethics & values, communication skills, stakeholder management and motivation

Functional Competencies

A formal upskilling process related to the functional aspects of the role such as Government-e-Marketplace, RTI Act, 2005 etc. has multiple impacts hence very vital for the Department and to ensure that the objectives are met. Upskilling on the administrative functions for each role.

Domain Specific Competencies

Immersion programs that supports officials in interacting with various kinds of problems being faced by the largest stakeholders – the pensioners. The officials to various divisions/departments of the Ministry and provides them a broad overview of the work undertaken by each division/desk along with providing them with new skills / upskilling with skills to be able to discharge their responsibilities efficiently in view of the changing business scenarios and technologies

The table below provides the description of the various immediate priority initiatives (Quick Wins for the Department):

Behavioral Competencies	Functional Competencies	Domain Specific Competencies
1. iGoT: **Karmayogi Prarambh** Module: Stress Management 2. The Art of communication and Networking: MCTP classroom course at ISTM **3.** iGoT: Managing Personal Relationships by **Art of Living** 4. iGOT: Ethics and Values by Aditya Pratap 5. **VIKAS Program** (US/DS level) for communication, stress management, leadership, time management, stakeholder management, negotiation, citizen centricity, result orientation	**1. Dakshta Courses** forNoting and Drafting, Office Procedures, GeM, RTI Act, 2005, Code of Conduct for Govt employees, Public Procurement Framework, Parliamentary Procedures, APAR, Pay Fixation- **iGoT Modules** 2. **Karmayogi Prarambh Module:** Preparation of Cabinet Notes 3. **Microsoft Courses:** MS Word, MS Excel, Sharepoint, Microsoft Powerpoint for Beginners, Excel Advanced, Word Advanced, Powerpoint Advanced, Microsoft Word for Beginners 4. **VIKAS Program** (US/DS level) for RTI Act, GFR, parliamentary procedures, cabinet note, budgeting, PFMS, contract management	1. Know your Department-Induction course **1. Process to be initiated** 2. Workshops with Ministries such as Ministry of Defense in order to learn rule-making in language which is easier to comprehend. Ministry of Defense has created the Defense Procurement manual which is easy to comprehend. 3. Field Immersion Programme for understanding of issues of Pensioners and families.

7.2.2. Critical Initiatives

The critical initiatives, competency wise, for operationalization in a very short span of time have been identified in this section. The following tables cover the interventions identified for the competency requirements based on the CNA. The tables are divided based on the Divisions/desks as well as the departmental hierarchy.

Competency Type	Competency	FGD Inputs received	Designation (Questionnaire input)	Desk/Division (Questionnaire input)	Training Intervention	Mode of Training	Intervention Detail
Domain	Basic understanding of Darpan portal (Niti Aayog), Anudan portal	Mr. Subhash Chander (Under Secretary) – Desk H	-	-	• Opportunities for workshop/trainings to be explored with Niti Aayog for training on portals.	Online	Opportunities for workshop/trainings to be explored with Niti Aayog for trainingon portals.
Domain	Call Centre Management	-	Under Secretary	Desk CPENGRAMS and Desk D	• Opportunities for workshop/trainings to be explored with external vendors/BPOs.	Online	Opportunities for workshop/trainings to be explored with external vendors/BPOs.
Domain	Data management and analysis (grievance related)	Mr. Ravikiran Ubale (Director), Mr. R. K. Dutta (Under Secretary) – Desk D and Desk CPENGRAMS	Director	Pension Welfare	• Data Driven Decision Making for Government by Wadhwani Institute of Technology and Policy. • iGOT: Introduction to Emerging Technologies by Wadhwani Institute of Technology and Policy (WITP)	Online Online	Data Driven Decision Making for Government by Wadhwani Institute of Technology and Policy. Module curated on iGOT by WITP to be leveraged.

Domain	Digital Life Certificate (DLC) knowledge	Mr. Subhash Chander (Under Secretary) – Desk H	-	-	• Course content to be curated by DPPW and iGOT platform to be leveraged.	Online	Course content to be curated by DPPW and iGOT platform to be leveraged.
Domain	GPF Rules	Mr. R.C. Sethi (Deputy Secretary)	Under Secretary	Desk F & Coordination	• Course content to be curated by DPPW and iGOT platform to be leveraged. • Workshops to be held with retired Pension professionals/experts.	Online Online/Physical	Course content to be curated by DPPW and iGOT platform to be leveraged. Retired pension experts to be identified.
Domain	National Pension Scheme	Mr. R.C. Sethi (Deputy Secretary)	Section Officer	Desk CPENGRAMS	• Course content to be curated by DPPW and iGOT platform to be leveraged.	Online	Course content to be curated by DPPW and iGOT platform to be leveraged.
Domain	Pension rules, interpretation and rule-making	Mr. Subhash Chander (Under Secretary) – Desk H, Mr. Manoj Kumar (US), Mr. R.C. Sethi (Deputy Secretary), Mr. Ravinder Kumar (Director), Mr. Vishal	Director	Pension Policy	• Course content to be curated by DPPW and iGOT platform to be leveraged. • Workshops to be held with retired Pension professionals/experts.	Online Online/Physical	Course content to be curated by DPPW and iGOT platform to be leveraged. Retired pension

		Kumar (US – Desk F), Mr. Dhananjay Prasad (US – Desk E), Mr. Ravikiran Ubale (Director), Mr. Siddheshwar Chakravarthi (US – Desk B)	Section Officer	Desk CPENGRAMS			experts to be identified.
Domain	Policy impact assessment	Mr. Ravikiran Ubale (Director)	Director	Pension Welfare	• Course content to be curated by DPPW and iGOT platform to be leveraged.	• Online	Course content to be curated by DPPW and iGOT platform to be leveraged.
Domain	Policy matters on CCS(EOP) Rules	-	Under Secretary	Desk F & Coordination	• Course content to be curated by DPPW and iGOT platform to be leveraged. • Workshops to be held with retired Pension professionals/experts.	Online Online/Physical	Course content to be curated by DPPW and iGOT platform to be leveraged. Retired pension experts to be identified.
Domain	Understanding of different pension systems	Mr. Ravikiran Ubale (Director)	Director	Pension Welfare	• Course content to be curated by DPPW and iGOT platform to be leveraged.	Online	Course content to be curated by DPPW and iGOT platform to be leveraged.
Domain	Understanding of difficulties being faced	-	Under Secretary	Desk B	Training/workshop to be conducted by the Department of Administrative Reforms and Public	Online/Physical	Training/workshop to be conducted by the Department of

	by each stakeholder				Grievances (DARPG)		Administrative Reforms and Public Grievances (DARPG)
Domain	Understanding of Grants-in-Aid	Mr. Subhash Chander (Under Secretary) – Desk H	Under Secretary	Desk H	• Course content to be curated by DPPW and iGOT platform to be leveraged. • Workshops to be held with retired Pension professionals/experts.	Online Online/Physical	Course content to be curated by DPPW and iGOT platform to be leveraged. Retired experts to be identified.
Domain	Understanding of pension procedures and computation	Mr. Subhash Chander (Under Secretary) – Desk H, Mr. R.K. Dutta (US – Budget & Cash), Mr. Manoj Kumar (US), Mr. R. K. Dutta (Under Secretary) – Desk D and Desk CPENGRAMS, Mr. R.C. Sethi (Deputy Secretary), Mr. Siddheshwar Chakravarthi (US – Desk B)	Under Secretary	Desk B	• Course content to be curated by DPPW and iGOT platform to be leveraged. • Workshops to be held with retired Pension professionals/experts.	Online Online/Physical	Course content to be curated by DPPW and iGOT platform to be leveraged. Retired experts to be identified.
Functional	Bookkeeping & Accounting	Mr. R.K. Dutta (US – Budget & Cash)	Assistant Section Officer Director	Administration-I Pension Welfare	• iGOT: Govt Accounting System • iGoT: Introduction to functions and organization of	• Online • Online	Appropriate coursework available on iGOT

			Section Officer	Administration, Budget & Cash	accounts department		Module on Management Accounting for Decision Making by IIMB also available
			Under Secretary	Budget & Cash	• Management Accounting for Decision Making: Indian Institute of Management Bangalore (IIMB)	Classroom	
Functional	Budgeting	Mr. Subhash Chander (Under Secretary) – Desk H, Mr. R.K. Dutta (US – Budget & Cash)	Assistant Section Officer	Administration-I, Desk H	• iGoT: Budgetary System in Govt	• Online	Appropriate coursework available on iGOT
			Deputy Secretary	Pension Policy, Admin II and Budget	• iGoT: Budget by ISTM	• Online	Physical classroom trainings to be provided by LBSNAA.
			Director	Pension Welfare	• Budgeting and Financial Management: CMCTP Classroom course (common mid-career training program at LBSNAA)	• Classroom	
			Section Officer	Administration, Budget & Cash			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk H	• Budgeting and Financial Management: MCTP Classroom course (mid-career training program)	Classroom	
Functional	Cabinet note, EFC or office order, noting and drafting	-	Assistant Section Officer	Administration-I, Desk A, Desk CPENGRAMS and Desk D	• Dakshta Course: Noting and Drafting	Online	Existing iGOT modules/curated Karmayogi Prarambh and Dakshta course already available.
			Deputy Secretary	Pension Policy, Admin II and Budget	• Karmayogi Prarambh Module: Preparation of Cabinet Notes	Online	
			Director	Coordination, Pension Welfare	• Noting, drafting and preparing cabinet notes: ISTM		Physical classroom training to be conducted by ISTM
			Junior Translation Officer	Rajbhasha Anubhag			
			Section Officer	Administration		Classroom	
			Under Secretary	Budget & Cash, Desk E, Desk H			
			Assistant Director	OL Section			

Function							
Function al	E-Office	-	Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D, Desk H	Dakshta Courses: Office Procedures	Online	Existing iGOT modules/curat ed Dakshta course to be upgraded.

Interactive module to include application of E-Office usage

Virtual training to be conducted for identified divisions to operate the e-office on daily basis |
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare			
			Junior Translation Officer	OL Section			
			Section Officer	Administration, Budget & Cash, Desk A, Desk CPENGRAMS			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk B, Desk CPENGRAMS and Desk D, Desk E, Desk F & Coordination, Desk H			
Function al	Establishmen t Rules & General Administratio n Matters of Government Departments	-	Assistant Section Officer	Administration-I, Desk A, Desk H	• Physical classroom training: Moving from rule to role-based administration - Establishment Rules, FR/SR, CCS(Conduct) Rule-1964	Classroom	Physical classroom trainings to be provided
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Welfare			
			Section Officer	Administration	• Administration skills: MCTP Classroom course	Classroom	
			Under Secretary	Administration-I, Desk H	• Administration & Public Policy: Concepts and Theories: Scottish	Classroom	

					Church College, Kolkata		
Function al	Financial Management	Mr. Subhash Chander (Under Secretary) – Desk H, Mr. R.K. Dutta (US – Budget & Cash)	Assistant Section Officer	Administration-I	• Financial Management: MCTP Classroom course (mid-career training program)	Classroom	Physical classroom trainings to be provided with MCTP and CMCTP classroom course provided by LBSNAA and ISTM
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Pension Welfare	• Budgeting and Financial Management: CMCTP Classroom course (common mid-career training program at LBSNAA)	Classroom	
			Section Officer	Administration, Budget & Cash			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash	• Financial management in government, PSUs, and autonomous bodies: ISTM	Classroom	
Function al	General Financial Rules, 2017 (GFR)	Mr. R.K. Dutta (US – Budget & Cash), Mr. Ravinder Kumar (Director), Mr. Vishal Kumar (US – Desk F), Mr. Dhananjay Prasad (US – Desk E)	Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk H	• iGOT: Course on GFR 2017	Online	Existing iGOT module to be upgraded in case of any amendments
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Pension Welfare			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk H			

Function	Topic	Names	Role	Department/Desk	Courses	Mode	Remarks
Functional	Government e-marketplace (GeM)	Mr. R.K. Dutta (US – Budget & Cash), Mr. R.C. Sethi (Deputy Secretary), Mr. Ravinder Kumar (Director), Mr. Vishal Kumar (US – Desk F), Mr. Ashutosh Kumar Agrawal (US – Desk E)	Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A	• Dakshta Course: Government e-Marketplace	Online	Appropriate coursework available on iGOT Programs by other providers like ISTM to be leveraged.
			Deputy Secretary	Pension Policy, Admin II and Budget	• iGoT: Introduction to Government e-Marketplace by NeGD LMS Team Content Creator One	Online	
			Section Officer	Administration	• iGoT: Introduction to GeM for Buyers by Content Publisher GeM	Online	
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash	• Government e-Marketplace (GeM) by ISTM	Classroom	
					• iGoT: Mode of Procurement	Online	
					• iGoT: Payment Process for Buyers	Online	
					• GeM Procurement Procedures and Methods training by ISM Dhandbad, VV Giri National Labour Institute (VVGNLI)	Classroom	
Functional	HRMS Rules	-	Assistant Section Officer	Administration-I, Desk A, Desk H	• Human resource management: ISTM	• Classroom	Existing modules can be upgraded.
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare			
			Section Officer	Administration			
			Under Secretary	Administration 2 (General Administration), Administration-I, Desk E			

Function							
Function al	Issuing advisories & clarifications	Mr. Ravinder Kumar (Director), Mr. Vishal Kumar (US – Desk F), Mr. Ashutosh Kumar Agrawal (US – Desk E), Mr. Siddheshw ar Chakravart hi (US – Desk B)	-	-	• Training/workshop to be conducted by the Department of Administrative Reforms and Public Grievances (DARPG) on issuing clarifications	• Online/Physi cal	Training/works hop to be conducted by the Department of Administrative Reforms and Public Grievances (DARPG)
Function al	Managing public grievances	Mr. Subhash Chander (Under Secretary) – Desk H, Mr. Manoj Kumar (US), Mr. R. K. Dutta (Under Secretary) – Desk D and Desk CPENGR AMS, Mr. Ravinder Kumar (Director), Mr. Vishal Kumar (US – Desk F), Mr. Ashutosh Kumar Agrawal (US – Desk E), Mr. Siddheshw ar Chakravart hi (US – Desk B)	-	-	• Training/workshop to be conducted by the Department of Administrative Reforms and Public Grievances (DARPG) on CPGRAMS and managing grievances	Online/Physical	Training/works hop to be conducted by the Department of Administrative Reforms and Public Grievances (DARPG)
Function al		-	Assistant Director	OL Section	• Karmayogi Prarambh Module:	Online	Existing iGOT modules/curat ed Karmayogi
			Assistant Section Officer	Administration-I, Desk A, Desk CPENGRAMS			

	MS Office (Excel, PPT, Word)			and Desk D, Desk H	MS Word for Beginners		Prarambh course already available.
			Deputy Secretary	Pension Policy, Admin II and Budget	• Karmayogi Prarambh Module: MS Excel for Beginners	Online	Interactive module on intermediate level to be included for MS Office
			Director	Coordination, Pension Policy, Pension Welfare,	• Karmayogi Prarambh Module: Excel Advanced	Online	
			Junior Translation Officer	Rajbhasha Anubhag	• Karmayogi Prarambh Module: MS Powerpoint for Beginners	Online	Virtual training to be conducted for identified divisions to operate the MS-office on daily basis.
			Operations Manager	Social Media and Graphic Design			
			Section Officer	Administration, Budget & Cash, Desk A, Desk CPENGRAMS	• Karmayogi Prarambh Module: Powerpoint Advance	Online	
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk B, Desk CPENGRAMS and Desk D, Desk E, Desk H	• Karmayogi Prarambh Module: Word Advance	Online	Training also provided by ISTM on multiple MS Office modules.
					• MS Office: by ISTM	Classroom	
Functional	NIC applications (email, messenger, cloud storage and others)	-	Assistant Section Officer	Administration-I, Desk A, Desk CPENGRAMS and Desk D, Desk H	• Trainings to be provided by NIC as and when required	• Online/Class room	Trainings to be provided by NIC as and when required
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Welfare			
			Junior Translation Officer	Rajbhasha Anubhag			
			Section Officer	Administration, Budget & Cash, Desk A, Desk CPENGRAMS			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk B, Desk CPENGRAMS			

					and Desk D, Desk H		
Function al	Procurement & Tender Writing	Mr. R.C. Sethi (Deputy Secretary)	Assistant Section Officer	Administration-I, Desk A	• iGOT: Mode of Procurement (Service) by Content Publisher GeM	Online	Appropriate coursework available on iGOT for Procurement. ISTM conducts workshop on e-Procurement. Content to be added for Tender writing.
			Deputy Secretary	Pension Policy, Admin II and Budget	• iGOT: Mode of Procurement (Product) by Content Publisher GeM	Online	
			Director	Pension Welfare	• iGOT: Procurement Process by Content Publisher GeM	Online	
			Section Officer	Administration	• iGOT: Public Procurement Framework of GOI by Susheel Mamgain	Online	
			Under Secretary	Administration 2 (General Administration), Administration-I	• iGOT: Procurement of Services, Works and Contract Management by Vishal Srivastava	Online	
					• Workshop on e-Procurement (Up to Gr. B Officers – 2 days)	Classroom	
Function al	Project Management	-	Assistant Section Officer	Administration-I, Desk A	• iGoT: Project Management	Online	Appropriate coursework available on iGOT
			Director	Pension Policy	• Program/Project Management: CMCTP Classroom course (common mid-career training program at LBSNAA)	Classroom	Physical classroom trainings to be provided by LBSNAA and ISTM
			Junior Translation Officer	Rajbhasha Anubhag			
			Section Officer	Desk CPENGRAMS			
			Under Secretary	Administration-I		Classroom	

					• Workshop on Project Management by ISTM for Group A Officers (2 days)		
Functional	Public Financial Management System (PFMS)	Mr. Subhash Chander (Under Secretary) – Desk H, Mr. R.K. Dutta (US – Budget & Cash), Mr. Ravinder Kumar (Director), Mr. Vishal Kumar (US – Desk F), Mr. Ashutosh Kumar Agrawal (US – Desk E)	Assistant section Officer	Administration 2 (General Administration), Administration-I, Desk A	• Budgeting and Financial Management: CMCTP Classroom course (common mid-career training program at LBSNAA)	Classroom	Physical classroom trainings to be provided by LBSNAA and by ISTM.
			Director	Coordination, Pension Policy			
			Section Officer	Budget & Cash	• Orientation Training Programme on PFMS by ISTM (Up to Gr. B Officers – 2 days)	Classroom	
			Under Secretary	Administration 2 (General Administration), Budget & Cash			
Functional	Quantitative & Analytical Skills	-	Assistant Director	OL Section	• Data Analytics Using MS-Excel by ISTM	Online/Classroom	Course to be curated
			Assistant Section Officer	Administration-I, Desk A			
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Pension Policy, Pension Welfare			
			Junior Translation Officer	Rajbhasha Anubhag			
			Section Officer	Desk A, Desk CPENGRAMS			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk B, Desk			

				CPENGRAMS and Desk D			
Functional	RTI Act, 2005	Ms. Sonika Khattar(US), Mr. Siddheshwar Chakravarthi (US – Desk B)	Assistant Section Officer	Administration-I, Desk A, Desk CPENGRAMS and Desk D	• Dakshta courses: RTI Act Part-1	Online	Existing iGOT modules/curated Dakshta course to be upgraded to be customized with additional Department specific content if any.

Physical classroom trainings are conducted by ISTM. |
					• Dakshta courses: RTI Act Part-2	Online	
			Deputy Secretary	Pension Policy, Admin II and Budget	• Seminar on RTI by ISTM	Classroom	
					• Framing of replies under RTI Act to be curated by ISTM	Classroom	
			Director	Coordination, Pension Policy, Pension Welfare	• Record Management - Right to Information by ISTM (Gr. A/Gr. B Officers)	Online	
			Section Officer	Desk A, Desk CPENGRAMS			
			Under Secretary	Administration 2 (General Administration), Administration-I, Desk - BHAVISHYA & Parliament, Desk B, Desk CPENGRAMS and Desk D, Desk E, Desk F & Coordination, Desk H			
Functional	Vigilance	-	Assistant Section Officer	Desk A	• Orientation Training Programme on Preventive Vigilance: ISTM (Gr. A / up to Gr. B Officers)	Online	Non-training intervention: Repository of Vigilance Matters to be curated

ISTM module available for Administrative Vigilance |
			Director	Coordination, Pension Welfare			
			Section Officer	Administration			
			Under Secretary	Administration 2 (General Administration), Administration-I, Desk E	• Administrative Vigilance: ISTM (Gr. A / up to Gr. B Officers)	Online	

Behavioral	Attention to Detail	-	Assistant Director	OL Section	• iGOT course needs to be curated	Online	An interactive module needs to be added on iGOT for giving attention to detail. The importance of the same.
			Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D			
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare			
			Junior Translation Officer	OL Section, Rajbhasha Anubhag			
			Operations Manager	Social Media and Graphic Design			
			Section Officer	Administration, Budget & Cash, Desk A, Desk CPENGRAMS			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk B, Desk CPENGRAMS and Desk D, Desk E, Desk F & Coordination, Desk H			
Behavioral	Citizen Centricity	-	Assistant Section Officer	Administration 2 (General Administration), Desk A	• Workshop on Citizen Centric & Service Delivery Approach: Institute of Secretariat Training and Management (ISTM)	Classroom	ISTM provides a course on Citizen centricity. Employees from all divisions to be nominated in batches to attend the course
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare			
			Junior Translation Officer	Rajbhasha Anubhag			

			Section Officer	Administration, Budget & Cash, Desk A, Desk CPENGRAMS			
			Under Secretary	Administration 2 (General Administration), Administration-I, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk H			
Behavioral	Communication Skills	Ms. Sonika Khattar (US), Mr. Deepak Gupta (Under Secretary) –Desk CPENGRAMS, Mr. R.C. Sethi (Deputy Secretary), Mr. Ravinder Kumar (Director), Ms. Sonika Khattar (US – Desk F), Mr. Ashutosh Kumar Agrawal (US – Desk E), Mr. Siddheshwar Chakravarthi (US – Desk B)	Assistant Director	OL Section	• Karmayogi Prarambh Module: Effective Communication by IIMB	Online	Appropriate coursework available on iGOT
			Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D, Desk H	• iGoT: Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations and official words	Online	Courses offered by IIM B and ISTM can be leveraged
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare	• Workshop on Communication Skills by ISTM (Gr. A and Gr. B Officers)	Online	
			Junior Translation Officer	OL Section			
			Operations Manager	Social Media and Graphic Design			
			Section Officer	Administration, Desk A, Desk CPENGRAMS			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk B, Desk CPENGRAMS and Desk D, Desk E, Desk H			
		-	Assistant Section Officer	Administration 2 (General		Online	An interactive module needs

Behavior al	Conflict Resolution			Administration), Desk A	• iGOT course needs to be curated • Interpersonal Effectiveness training by ISTM (Gr. A Officers – 2 days)	Classroom	to be added on iGOT for Conflict resolution and the importance of the same. Training provided by ISTM to be leveraged.
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Pension Policy			
			Junior Translation Officer	Rajbhasha Anubhag			
			Section Officer	Administration, Desk A, Desk CPENGRAMS			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration), Administration-I, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk H			
Behavior al	Critical Thinking	-	Assistant Director	OL Section	• iGOT course needs to be curated	Online	An interactive module needs to be added on iGOT for critical thinking and the importance of the same. It can also be addressed by curating course material for classroom session and case study basis by ISTM
			Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D			
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare			
			Junior Translation Officer	OL Section, Rajbhasha Anubhag			
			Operations Manager	Social Media and Graphic Design			
			Section Officer	Budget & Cash, Desk A, Desk CPENGRAMS			

			Under Secretary	Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk B, Desk CPENGRAMS and Desk D, Desk E, Desk H			
Behavioral	Decision Making	-	Assistant Director	OL Section	• Leading Effective Decision-Making: CMCTP Online - Yale School of Management	Online	CMCTP online course available by Yale School for senior officials.
			Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk H			
			Deputy Secretary	Pension Policy, Admin II and Budget	• Data Driven Decision Making for Government by Wadhwani Institute of Technology and Policy (iGOT)	Online/Classroom	Wadhwani Institute of Technology and Policy can be leveraged.
			Director	Coordination, Pension Policy, Pension Welfare			
			Junior Translation Officer	Rajbhasha Anubhag			
			Operations Manager	Social Media and Graphic Design			
			Section Officer	Administration, Desk A, Desk CPENGRAMS			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration), Budget & Cash, Desk - BHAVISHYA & Parliament, Desk B, Desk CPENGRAMS and Desk D, Desk E, Desk H			
Behavioral	Empathy	-	Assistant Director	OL Section	• Emotional Intelligence and Leadership: MCTP Classroom course	Classroom	ISTM workshops are provided.
			Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D	• Workshop on Emotional	Classroom	

			Deputy Secretary	Pension Policy, Admin II and Budget	Intelligence: Institute of Secretariat Training and Management (ISTM)	Online	iGOT also has module for the same.
			Director	Coordination, Pension Policy, Pension Welfare	• iGOT: Increasing Your Emotional Quotient by Art of Living		
			Junior Translation Officer	OL Section, Rajbhasha Anubhag			
			Operations Manager	Social Media and Graphic Design			
			Section Officer	Administration, Desk CPENGRAMS			
			Under Secretary	Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk H			
Behavioral	Ethical Behavior	-	Assistant Director	OL Section	• iGOT: Ethics and Values by Aditya Pratap	Online	Appropriate coursework available on iGOT
			Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D	• Ethics and Value in Public Governance: Institute of Secretariat Training and Management (ISTM)	Classroom	ISTM training to be provided with Ethics and Value in Public Governance
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare			
			Junior Translation Officer	OL Section, Rajbhasha Anubhag			
			Operations Manager	Social Media and Graphic Design			
			Section Officer	Administration, Budget & Cash, Desk A, Desk CPENGRAMS			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration),			

				Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk F & Coordination, Desk H			
Behavioral	Gender Sensitivity	-	Assistant Director	OL Section	• Gender Sensitivity by NTPC creator on iGOT	Classroom	ISTM training to be provided
			Assistant Section Officer	Administration 2 (General Administration), Desk A, Desk CPENGRAMS and Desk D	• Gender Sensitization by ISTM (Gr. A/Gr. B Officers – 3 days)	Classroom	
			Director	Coordination, Pension Policy			
			Junior Translation Officer	OL Section, Rajbhasha Anubhag			
			Section Officer	Administration			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration), Administration-I, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk H			
Behavioral	Giving Feedback	-	Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D	• iGOT course needs to be curated	Online	An interactive module needs to be added on iGOT for giving feedback and the importance of the same.

It can also be addressed by curating course material for classroom session and case study basis by ISTM. |
			Director	Coordination, Pension Policy			
			Junior Translation Officer	OL Section, Rajbhasha Anubhag			
			Section Officer	Administration, Budget & Cash			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk			

				CPENGRAMS and Desk D			
Behavioral	Innovation	-	Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D	• iGOT course needs to be curated	Online	An interactive module needs to be added on iGOT for Innovation and the importance of the same.
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Pension Policy, Pension Welfare			It can also be addressed by curating course material for classroom session and case study basis by ISTM.
			Junior Translation Officer	Rajbhasha Anubhag			
			Section Officer	Administration, Budget & Cash, Desk A			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E			
Behavioral	Leadership	-	Assistant Director	OL Section	• Karmayogi Prarambha Module: Self Leadership	Online	Appropriate coursework available on iGOT
			Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D, Desk H	• High-Impact Leadership: CMCTP Online course- Berkley Executive Education	Online	For senior officials, courses offered by IIMA and IIMB and Wharton online can be leveraged
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare	• Leadership and Management: Wharton Online	Online	
			Junior Translation Officer	Rajbhasha Anubhag	• Administrative Leadership and Good Governance: Indian Institute of Management Ahmedabad (IIMA)	Classroom	
			Section Officer	Administration, Budget & Cash, Desk CPENGRAMS			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration),	• Classroom		

				Administration-I, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk H	• The Essence of Leadership: Explorations from Literature: Indian Institute of Management Bangalore (IIMB)		
Behavioral	Negotiation	-	Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk H	• Negotiation Mastery: MCTP Online course-Harvard Business School	Online	For senior officials, courses offered by IIM B and online courses by Harvard can be leveraged
			Director	Pension Policy			
			Junior Translation Officer	Rajbhasha Anubhag	• Advanced Business Negotiation Programme: Indian Institute of Management Bangalore (IIMB)	• Classroom	
			Section Officer	Administration			
			Under Secretary	Administration-I, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk H			
Behavioral	Result Orientation	-	Assistant Director	OL Section	• iGOT course needs to be curated	Online	An interactive module needs to be added on iGOT for result orientation and the importance of the same.

It can also be addressed by curating course material for classroom session and case study basis by ISTM |
			Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D			
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare			
			Junior Translation Officer	OL Section, Rajbhasha Anubhag			
			Operations Manager	Social Media and Graphic Design			
			Section Officer	Administration, Budget & Cash, Desk A, Desk CPENGRAMS			

			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk F & Coordination, Desk H			
Behavioral	Rule Consciousness	-	Assistant Director	OL Section	• Ethics and Values in Public Governance: Institute of Secretariat Training and Management (ISTM)	Classroom	ISTM course to be leveraged
			Assistant Section Officer	Administration 2 (General Administration), Desk A, Desk CPENGRAMS and Desk D, Desk H			
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare			
			Junior Translation Officer	Rajbhasha Anubhag			
			Section Officer	Administration, Budget & Cash, Desk A, Desk CPENGRAMS			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk B, Desk CPENGRAMS and Desk D, Desk E, Desk F & Coordination, Desk H			

Behavioral	Stakeholder Management	Mr. Subhash Chander (Under Secretary) – Desk H, Mr. R.K. Dutta (US – Budget & Cash), Ms. Sonika Khattar (US), Deepak Gupta (Under Secretary) Desk CPENGRAMS, Mr. R.C. Sethi (Deputy Secretary), Mr. Ravinder Kumar (Director), Ms. Sonika Khatar. (US – Desk F), Mr. Ashutosh Kumar Agrawal (US – Desk E), Mr. Siddheshwar Chakravarthi (US – Desk B)	Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D, Desk H	• iGoT: Managing Personal Relationships by Art of Living • iGoT: Increasing Your Emotional Quotient by Art of Living • Stakeholder Focus: Institute of Secretariat Training and Management (ISTM)	Online Online • Classroom	Appropriate coursework available on iGOT Courses offered by ISTM can be leveraged
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Pension Policy, Pension Welfare			
			Section Officer	Desk CPENGRAMS			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk H			
Behavioral	Stress Management	Mr. Subhash Chander (Under Secretary) – Desk H, Mr Deepak Gupta (Under Secretary) – Desk CPENGRAMS	Assistant Director	OL Section	• Karmayogi Prarambh Module: Stress Management • iGoT: Yoga for Excellence by Art of Living • Program by Art of Living on well-being and meditation • Stress Management by	Online Online Online/Physical Classroom	Appropriate coursework available on iGOT Courses offered by ISTM can be leveraged. Art of Living can also be considered as an option. They have
			Assistant Section Officer	Administration 2 (General Administration), Desk A, Desk H			
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Pension Policy			
			Junior Translation Officer	Rajbhasha Anubhag			
			Section Officer	Administration, Desk CPENGRAMS			

Behavioral	Time Management	-	Senior Translation Officer	OL Section			curated courses online/physical platforms
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk H	ISTM (Up to Gr. B Officers – 2 days)	Classroom	
Behavioral	Time Management	-	Assistant Director	OL Section	• iGOT: Time Management	Online	An interactive module needs to be added on iGOT for time management and the importance of the same.
			Assistant Section Officer	Administration 2 (General Administration), Administration-I, Desk A, Desk CPENGRAMS and Desk D			It can also be addressed by curating course material for classroom session and case study basis by ISTM
			Deputy Secretary	Pension Policy, Admin II and Budget			
			Director	Coordination, Pension Policy, Pension Welfare			
			Junior Translation Officer	OL Section, Rajbhasha Anubhag			
			Operations Manager	Social Media and Graphic Design			
			Section Officer	Administration, Budget & Cash, Desk A, Desk CPENGRAMS			
			Senior Translation Officer	OL Section			
			Under Secretary	Administration 2 (General Administration), Administration-I, Budget & Cash, Desk - BHAVISHYA & Parliament, Desk CPENGRAMS and Desk D, Desk E, Desk F & Coordination, Desk H			

7.3. Long-term Capacity Enhancement Initiatives

Certain key issues that have been identified by the various Divisions/desks of the Department of Pension & Pensioners' Welfare as well across the other Ministries with whom consultations have been undertaken under the National Programme for Civil Services Capacity Building (NPCSCB). These issues are related to attrition, shortage of staff, limited development opportunities and the performance appraisal criterion, inter/intra ministerial coordination etc. However, such issues may require a further detailed study to develop action plan for their addressal that can be in the as institutional capacity building plans.

For example, one such issue commonly identified issue is the lack of adequate trainers for providing domain specific training as briefly elaborated in the **Box 1** below.

Box 1: Engagement of retired or existing employees of the Department to conduct Domain training

Engagement of retired or existing employees of the Department to conduct Domain training
The existing staff currently provides training to the other personnel, in addition to their assigned functions and responsibilities. The Consultants are also there to provide their support in terms of expertise. Given the nature of management, sparing officers for training presents a big challenge and would adversely impact the day-to-day functions
Retired employees/ senior employees would have relevant and experiential learnings which would help in establishing a direct connect with the staff and likely to be more impactful.   Appropriate mechanism needs to be developed for the selection of suitable employees for conducting training sessions across various competency categories.

Some key issues requirements have been listed in the Table below with the recommended action that has been derived from the discussions with the diverse stakeholders. However, considering the nature of these issues, further in-depth study may be required to develop an implementation strategy for the same.

Table 3 List of issues requiring Institutional and Technological interventions

#	Institutional Issues and Technological Requirements	Proposed Action
1)	Parliamentary questions often have queries on a different aspect of a matter that can only be replied to by subject matter Departments or Ministries. However, the Ministry/Department to whom the first part of the question is	Segregation of Parliamentary questions should be done based on the subject matter and allocated to the responsible subject matter Ministry/Department instead of holding the Ministry/Dept, to which only first part of the

#	Institutional Issues and Technological Requirements	Proposed Action
	addressed, ends up having the primary responsibility of responding all queries even though these may not be relevant to it.	question is applicable, responsible for responding to the entire query.
2)	The personal development in terms of training undertaken, certifications, upskilling etc are not evaluated and given due credit as part of performance appraisal for promotion and career growth	This would require a systematic change in the way the Annual Appraisal is done and consider due weightage be allocated to the learning and certification outcomes in the Annual Performance Appraisal report (APAR) and link these to promotion and career growth
3)	The personnel do not have any motivation or incentive for taking the initiative for undertaking learning/certifications for upskilling themselves or acquire new skills.	In addition to assigning weightage to certifications and learnings as mentioned above, a scheme can be launched for awarding cash rewards to the personnel for learning/certifications undertaken by them. The scope and coverage of this scheme can be prepared based on the outcome of these learning/certifications, impact on performance and improved efficiency in discharge of responsibility or capacity to undertake additional responsibility
4)	The job rotation of the personnel between Ministries/Departments at short intervals leaves the personnel with little incentive to invest in skills development and upgradation as they are aware that their tenure at the position is short-term	It is proposed that a) ASO/SO/US are given the opportunity to develop specialization in domain verticals, and their job rotation is within their specialization verticals b) During the process of promotion and setting career development goals, and as mentioned above, the APAR, due consideration is given to training and certifications requirements. The personnel shall then be incentivized to take courses/modules as they are made available by the Department. c) Excellence in work, which would intrinsically involve being able to acquire domain specific

#	Institutional Issues and Technological Requirements	Proposed Action
		expertise to perform duties effectively, should be considered for out of turn promotions
5)	The current organizational structure of these institutions prevents lateral movement of personnel between the departments.	Administrative changes to allow lateral shift needs to be implemented in the absence of which, the lack of growth opportunities and effective silo like organizational structure will adversely impact morale of the personnel and adversely impact the ability to leverage a 'whole of organization' approach.

7.4. Non-Training Interventions Identified at Organisational Level

Certain key issues that have been identified by the various Divisions/desks across the other Ministries with whom consultations have been undertaken under the NPCSCB. These issues are related to technology infrastructure, certain process lagging, shortage of staff, lack of automation, limited development opportunities and the inter/intra ministerial coordination etc. However, such issues may require a further detailed study to develop action plan for their addressal that can be in the as institutional capacity building plans. Some such key issues requirements have been listed below with the recommended action that has been derived from the discussions with the diverse stakeholders. However, considering the nature of these issues, further in-depth study may be required to develop an implementation strategy for the same.

Here, the non-training interventions include - Immersion Programs, Seminars, Workshops, Brainstorming Sessions, etc. Based on the discussions with the officers of various Divisions/Desks, following non-training interventions were identified:

- Pension Adaalat: Continuation of programs such as Pension Adaalat for clearance of cases which are more complicated than the others.

- Bank awareness workshops: Continuation and expansion of workshops for Banks across the country to spread awareness of issues, requirements regarding pensioners etc.

- Workshops with Ministries: Collaboration through workshops with personnel working with matters related to pension and pensioners from across various Ministries and Departments in order to clarify doubts.

- Global best practices: Understanding of global best practices related to pension systems: such as United Nations, Asian Development Bank etc.

- <u>Rule-making Workshop:</u> One of the challenges to the stakeholders (pensioners) is that the Pension rules are framed in a language which is not very easy to comprehend for all. However, The Ministry of Defense has created the defense procurement manual which is easy to comprehend. A workshop with the Ministry of Defense for rule-making could be held for the DPPW officials.

- <u>Field Visits:</u> Field Visits of officers to various district and state offices in order to understand the grass-root level issues of the pensioners and families of the pensioners.

- <u>Workshop for Grievance Redressal Call Center Staff:</u> Case-study based workshops with the grievance call center staff in order to ensure that they are familiar with a wide variety of issues troubling the pensioners and their families.

- <u>Digital Repository:</u> Creation of digital repository regarding special cases of pensioners and similar issues being raised from the Ministries etc. in order to templatize standard responses and improve efficiency.

- <u>Pension Video Modules:</u> Creation of various pension related video modules for the largest stakeholders: the pensioners, in various regional languages. Social media to be leveraged for the same.

8. Operational Plan

The Operational plan of the Annual capacity building exercise will be implemented by the Capacity Building Unit of the Department. As first part of the implementation phase, all the available training programs with ISTM, iGoT, will be concluded in the first year of implementation.

CBU will coordinate the following activities as mentioned below:

1. Collaboration with knowledge partners

2. Implementation of ACBP and monitoring in First year

3. Evaluation of initiatives during the last quarter.

4. Strengthening activities before initiation of second year

The non- training programmes will be initiated from First year of implementation. Evaluation will be completed in last quarter. The Non training interventions will be strengthened basis the evaluation assessment before initiation of third year.

Actionable Items

a. CBC and DoPPW to curate a 2/3-day workshop with IIPA/ISTM for Domain courses for improving understanding of the 3 rules: CCS, EOP and NPS. Retired officials from Railways, defense accounts, post and telegraphs to be invited as resource persons for the same.

b. Cyber Security program could be conducted/made available for retired government officials through pensioners' associations to protect them from unethical digital transactions/cybercrime.

c. Development of Know your Ministry module with support of DoPPW.

d. Courses on investment to be curated/explored for pensioners by SBI (managing largest number of pensioner accounts) or money control for the same.

e. To enhance Citizen Centricity skills of DoPPW officials a program similar to Rail Karmayagi/Police Karmayogi curated by CBC may be initiated for DoPPW officials. CBC to handhold and share relevant RFP documents with DoPPW officials to initiate procurement.

8.1. Training Calendar

The Training Calendar depicts the division wise required training interventions. Identified Quick wins can be implemented immediately in the first year of implementation of ACBP, and other training interventions can be classified as Mandatory or Optional trainings for each level of Officers and can be implemented in further progress of plan. Optional trainings should have an essential quota of completion as well. The Optional and Mandatory trainings for a division will be decided by the CBU in consultation with Divisional/desk heads. The dates and timelines of the below given training calendar are proposed timelines and are yet to be finalized by the CBU of the Department of Pension & Pensioners' Welfare.

Detailed implementation plans for the immediate requirements of the Department (Quick wins – to be implemented in the first year) are planned in the annual training calendar below:

Table 4 Annual Training Calendar 2023-24

Sr. No	Name	Mode of Training	April	May	June	July	August	September	October	November	December	January	February	March	Remarks
1	Induction Module-Know Your Department	Online			■	■									New Joiners Course
2	Dakshta Course	Online			■	■									Mandatory
3	iGoT: Karamyogi Prarambh: Complete Course	Online			■	■									Mandatory
4	iGoT: Parliamentary Procedures	Online				■									Mandatory
5	IGoT: Karamyogi Prarambh: Effective Communications	Online			■	■									Mandatory
6	iGOT: Ethics and Values by Aditya Pratap	Online					■	■							Mandatory

#	Program	Mode														Status
7	Karmayogi Prarambh Module: Self Leadership	Online								▓	▓					Mandatory
8	iGoT: Managing Personal Relationships by Art of Living	Online								▓	▓	▓	▓			Mandatory
9	Vikas Program	Online										▓	▓	▓	▓	Mandatory
10	Program by Art of Living on well-being and meditation	Online/ Classroom										▓	▓	▓	▓	Mandatory

Further, the detailed division/desk wise classification of training calendar is listed below for reference. However, it should be noted that it is yet to be finalized by the CBU.

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioral	Attention to Detail	iGOT course to be curated	TBD	TBD	TBD	iGOT	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Operations Manager Section Officer Senior Translation Officer Under Secretary	L1	TBD
Functional	Bookkeeping and accounting	· iGOT: Govt Accounting System	· 41 mins	Online	National Academy of Defence Financial Management	iGOT		L1	Q1
Functional	Bookkeeping and accounting	· iGoT: Introduction to functions and organization of accounts department	· 50 mins	Online	-	iGOT		L1	Q2
Functional	Bookkeeping and accounting	· Management Accounting for Decision Making: Indian Institute of Management Bangalore (IIMB)	TBD	Physical	IIMB	IIMB	Assistant Section Officer Director Section Officer Under Secretary	L2	Q4
Functional	Budgeting	· iGoT: Budgetary System in Govt	· 50 mins	Online	National Academy of Defence Financial Management	iGOT	Assistant Section Officer Deputy Secretary Director Section Officer Under Secretary	L1	Q3
Functional	Budgeting	· iGoT: Budget by ISTM	· 32 mins	Online	ISTM	iGOT		L1	Q3

Functional	Budgeting	· Budgeting and Financial Management: CMCTP Classroom course (common mid-career training program at LBSNAA)	· TBD	TBD	LBSNAA	TBD		L2	TBD
Functional	Cabinet note, EFC or office order, noting and drafting	· Dakshta Course: Noting and Drafting	· 2 hrs	Online	ISTM	iGOT	Assistant Section Officer Deputy Secretary Director Junior Translation Officer Section Officer Under Secretary	L1	Q2
Functional	Cabinet note, EFC or office order, noting and drafting	· Karmayogi Prarambh Module: Preparation of Cabinet Notes	· 5 hrs	Online	ISTM	iGOT		L1	Q3
Functional	Cabinet note, EFC or office order, noting and drafting	· Noting, drafting and preparing cabinet notes: ISTM	· 2 days	Physical	ISTM	ISTM		L2	Q2, Q3, Q4
Behavioral	Citizen Centricity	· Workshop on Citizen Centric & Service Delivery Approach: Institute of Secretariat Training and Management (ISTM)	· TBD	TBD	ISTM	TBD	Assistant Section Officer Deputy Secretary Director Junior Translation Officer Section Officer Under Secretary	L2	TBD
Behavioral	Communication Skills	· Karmayogi Prarambh Module: Effective Communication by IIMB	· 7 hrs 19 mins	Online	IIMB	iGOT	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Operations Manager Section Officer Senior Translation Officer Under Secretary	L2	Q2
Behavioral	Communication Skills	· iGoT: Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations and official words	· 8 hrs	Online	Meghna Yadav	iGOT		L1	Q2
Behavioral	Communication Skills	· Workshop on Communication Skills by ISTM (Gr.	· 1 day	Phygital	ISTM	TBD		L1	Q4

		A and Gr. B Officers)							
Behavioral	Conflict resolution	Interpersonal Effectiveness training by ISTM (Gr. A Officers – 2 days)	2 days	Phygital	ISTM	TBD	Assistant Section Officer Deputy Secretary Director Junior Translation Officer Section Officer Senior Translation Officer Under Secretary	L1	Q4
Behavioral	Critical Thinking	iGOT to be curated	TBD	Online	TBD	iGOT	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Operations Manager Section Officer Under Secretary	L1	TBD
Behavioral	Decision Making	· Leading Effective Decision-Making: CMCTP Online - Yale School of Management	· 180 hours	Online	Yale School of Management	College website	Assistant Director Assistant Section Officer Deputy Secretary Director	L3	Q2
Behavioral	Decision Making	· Data Driven Decision Making for Government by Wadhwani Institute of Technology and Policy (iGOT)	· 2 hrs 30 mins	Online	Wadhwani Institute of Technology and Policy (WITP)	iGOT	Junior Translation Officer Operations Manager Section Officer Senior Translation Officer Under Secretary	L1	Q1
Behavioral	Empathy	· Workshop on Emotional Intelligence: Institute of Secretariat Training and Management (ISTM)	· TBD	TBD	ISTM	TBD	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation	L1	TBD

Behavioral	Empathy	· iGOT: Increasing Your Emotional Quotient by Art of Living	· 1 hr	Online	Art of Living	iGOT	Officer Operations Manager Section Officer Under Secretary	L1	Q1
Functional	E-Office	Dakshta Courses: Office Procedures	2 hrs 17 mins	Online	ISTM	iGOT	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Section Officer Senior Translation Officer Under Secretary	L1	Q3
Functional	Establishment Rules & General Administration Matters of Government Departments	• Physical classroom training: Moving from rule to role based administration - Establishment Rules, FR/SR, CCS(Conduct) Rule-1964	· TBD	TBD	ISTM	TBD	Assistant Section Officer Deputy Secretary Director Section Officer Under Secretary	L2	TBD
Behavioral	Ethical Behavior	· iGOT: Ethics and Values by Aditya Pratap	· 50 mins	Online	Aditya Pratap	iGOT	Assistant Director Assistant Section Officer	L1	Q1
Behavioral	Ethical Behavior	· Ethics and Value in Public Governance: Institute of Secretariat Training and Management (ISTM)	· 3 days	Phygital	ISTM	ISTM	Deputy Secretary Director Junior Translation Officer Operations Manager Section Officer Senior Translation Officer Under Secretary	L2	Q1, Q4
Functional	Financial Management	· Budgeting and Financial Management: CMCTP Classroom course (common mid-career training	· TBD	TBD	LBSNAA	TBD	Assistant Section Officer Deputy Secretary Director Section Officer Under Secretary	L2	TBD

		program at LBSNAA)							
Functional	Financial Management	· Financial management in government, PSUs and autonomous bodies: ISTM	· TBD	TBD	ISTM	TBD		L2	TBD
Behavioral	Gender Sensitivity	· Gender Sensitivity by NTPC creator on iGOT	· 50 mins	Online	NTPC Creator	iGOT	Assistant Director Assistant Section Officer	L1	Q2
Behavioral	Gender Sensitivity	· Gender Sensitization by ISTM (Gr. A/Gr. B Officers – 3 days)	· 3 days	Physical	ISTM	ISTM	Director Junior Translation Officer Section Officer Senior Translation Officer Under Secretary	L2	Q3, Q4
Functional	General Financial Rules, 2017 (GFR)	Being curated	TBD	Online	TBD	iGOT	Assistant Section Officer Deputy Secretary Director Under Secretary	L1	TBD
Behavioral	Giving Feedback	iGOT course to be curated	TBD	Online	TBD	iGOT	Assistant Section Officer Director Junior Translation Officer Section Officer Under Secretary	L1	TBD
Functional	Government e-Marketplace (GeM)	· Dakshta Course: Government e-Marketplace	· 1 hr 19 mins	Online	ISTM	iGOT		L1	Q2
Functional	Government e-Marketplace (GeM)	· iGoT: Introduction to Government e-Marketplace by NeGD LMS Team Content Creator One	· 5 mins	Online	Content Creator One	iGOT	Assistant Section Officer Deputy Secretary Section Officer Under Secretary	L1	Q2
Functional	Government e-Marketplace (GeM)	· iGoT: Introduction to GeM for Buyers	· 9 mins	Online	Content Publisher GeM	iGOT		L1	Q2

		by Content Publisher GeM							
Functional	Government e-Marketplace (GeM)	· Government e-Marketplace (GeM) by ISTM	· 2 days (online)	Online	ISTM	iGOT		L2	Q4
Functional	Government e-Marketplace (GeM)	· iGoT: Mode of Procurement	· 3 hrs 20 mins	Online	Content Publisher GeM	iGOT		L1	Q2
Functional	Government e-Marketplace (GeM)	· iGoT: Payment Process for Buyers	· 33 mins	Online	Content Publisher GeM	iGOT		L1	Q2
Functional	Government e-Marketplace (GeM)	· GeM Procurement Procedures and Methods training by ISM Dhandbad, VV Giri National Labour Institute (VVGNLI)	· TBD	TBD	VVGNLI	TBD		L3	TBD
Functional	HRMS Rules	· Human resource management: ISTM	· TBD	TBD	ISTM	TBD	Assistant Section Officer Deputy Secretary Director Section Officer Under Secretary	L1	TBD
Behavioral	Innovation	iGOT course to be curated	TBD	Online	TBD	iGOT	Assistant Section Officer Deputy Secretary Director Junior Translation Officer Section Officer Under Secretary	L1	TBD
Behavioral	Leadership	· Karmayogi Prarambha Module: Self Leadership	· 1 hr 16 mins	Online	Art of Living	iGOT	Assistant Director Assistant Section Officer	L1	Q2
Behavioral	Leadership	· High-Impact Leadership: CMCTP Online course- Berkley Executive Education	· 3 days	Online	Berkley Executive Education	College website	Deputy Secretary Director Junior Translation Officer Section Officer	L3	Q3

Behavioral	Leadership	· Leadership and Management: Wharton Online	· 24 hrs	Online	Wharton Online	College website	Senior Translation Officer Under Secretary	L3	Q3
Behavioral	Leadership	· Administrative Leadership and Good Governance: Indian Institute of Management Ahmedabad (IIMA)	· 3 days	Physical	IIMA	IIMA		L2	Q3
Behavioral	Leadership	· The Essence of Leadership: Explorations from Literature: Indian Institute of Management Bangalore (IIMB)	· 35 hrs	Physical	IIMB	IIMB		L2	Q3
Functional	MS Office	· Karmayogi Prarambh Module: MS Word for Beginners	· 2 hrs 56 mins	Online	Microsoft	iGOT		L1	Q1
Functional	MS Office	· Karmayogi Prarambh Module: MS Excel for Beginners	· 7 hrs 3 mins	Online	Microsoft	iGOT		L1	Q1
Functional	MS Office	· Karmayogi Prarambh Module: Excel Advanced	· 3 hrs 44 mins	Online	Microsoft	iGOT		L1	Q1
Functional	MS Office	· Karmayogi Prarambh Module: MS Powerpoint for Beginners	· 2 hrs 41 mins	Online	Microsoft	iGOT	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Operations Manager Section Officer Under Secretary	L1	Q1
Functional	MS Office	· Karmayogi Prarambh Module: Powerpoint Advance	· 2 hrs 18 mins	Online	Microsoft	iGOT		L1	Q1
Functional	MS Office	· Karmayogi Prarambh Module: Word Advance	· 2 hrs 49 mins	Online	Microsoft	iGOT		L1	Q1
Functional	MS Office	· MS Office: by ISTM	· 1 week	Phygital	ISTM	TBD		L1	Q4

Behavioral	Negotiation	· Negotiation Mastery: MCTP Online course- Harvard Business School	· 40 hrs	Online	Harvard Business School	College website		L3	Q4
Behavioral	Negotiation	· Advanced Business Negotiation Programme: Indian Institute of Management Bangalore (IIMB)	· 3 days	Physical	IIMB	IIMB	Assistant Section Officer Director Junior Translation Officer Section Officer Under Secretary	L2	Q1
Functional	NIC Applications	Trainings to be provided by NIC as and when required	· TBD	TBD	NIC	TBD	Assistant Section Officer Deputy Secretary Director Junior Translation Officer Section Officer Under Secretary	L1	TBD
Functional	Procurement and tender writing (RFP)	· iGOT: Mode of Procurement (Service) by Content Publisher GeM	· 49 mins	Online	Content Publisher GeM	iGOT		L1	Q2
Functional	Procurement and tender writing (RFP)	· iGOT: Mode of Procurement (Product) by Content Publisher GeM	· 3 hrs 20 mins	Online	Content Publisher GeM	iGOT		L1	Q2
Functional	Procurement and tender writing (RFP)	· iGOT: Procurement Process by Content Publisher GeM	· 3 hrs 6 mins	Online	Content Publisher GeM	iGOT	Assistant Section Officer Deputy Secretary Director Section Officer Under Secretary	L1	Q2
Functional	Procurement and tender writing (RFP)	· iGOT: Public Procurement Framework of GOI by Susheel Mamgain	· 1 hr 55 mins	Online	Susheel Mamgain	iGOT		L1	Q2
Functional	Procurement and tender writing (RFP)	· iGOT: Procurement of Services, Works and Contract	· 20 hrs	Online	Vishal Srivastava	iGOT		L1	Q4

		Management by Vishal Srivastava							
Functional	Procurement and tender writing (RFP)	· Workshop on e-Procurement (Up to Gr. B Officers – 2 days)	· 2 days	Phygital	ISTM	ISTM		L2	Q2, Q4
Functional	Project Management	· iGoT: Project Management	· 2 hrs	Online	Dr. Saket Bihari	iGOT		L1	Q4
Functional	Project Management	· Program/Project Management: CMCTP Classroom course (common mid-career training program at LBSNAA)	· TBD	TBD	LBSNAA	TBD	Director Junior Translation Officer Section Officer Under Secretary	L2	TBD
Functional	Project Management	· Workshop on Project Management by ISTM for Group A Officers (2 days)	· 2 days	Phygital	ISTM	ISTM		L2	Q4
Functional	Public Financial Management System (PFMS)	Orientation Training Programme on PFMS by ISTM (Up to Gr. B Officers – 2 days)	· 2 days	Physical	ISTM	ISTM	Assistant section Officer Director Section Officer Under Secretary	L2	Q2, Q4
Functional	Quantitative & Analytical Skills	· Data Analytics Using MS-Excel by ISTM	· 3 days	Phygital	ISTM	TBD	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Section Officer Under Secretary	L2	Q3
Behavioral	Result Orientation	iGOT course to be curated	TBD	Online	TBD	iGOT	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Operations Manager	L1	TBD

							Section Officer Senior Translation Officer Under Secretary		
Functional	RTI Act., 2005	· Dakshta courses: RTI Act Part-1	· 55 mins	Online	ISTM	iGOT		L1	Q1
Functional	RTI Act., 2005	· Dakshta courses: RTI Act Part-2	· 41 mins	Online	ISTM	iGOT		L1	Q1
Functional	RTI Act., 2005	· Seminar on RTI by ISTM	· 1 day	Online	ISTM	ISTM		L2	Q4
Functional	RTI Act., 2005	· Framing of replies under RTI Act to be curated by ISTM	· TBD	TBD	ISTM	ISTM	Assistant Section Officer Deputy Secretary Director Section Officer Under Secretary	L2	TBD
Functional	RTI Act., 2005	Record Management - Right to Information by ISTM (Gr. A/Gr. B Officers)	3 days	Phygital	ISTM	ISTM		L2	Q2, Q4
Behavioral	Rule Consciousness	· Ethics and Values in Public Governance: Institute of Secretariat Training and Management (ISTM)	· 3 days	Phygital	ISTM	ISTM	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Section Officer Senior Translation Officer Under Secretary	L2	Q2, Q4
Behavioral	Stakeholder Management	· iGoT: Managing Personal Relationships by Art of Living	· 40 mins	Online	Art of Living	iGOT		L1	Q2
Behavioral	Stakeholder Management	· iGoT: Increasing Your Emotional Quotient by Art of Living	· 1 hr	Online	Art of Living	iGOT	Assistant Section Officer Deputy Secretary Director Section Officer Under Secretary	L1	Q2
Behavioral	Stakeholder Management	· Stakeholder Focus: Institute of Secretariat Training	· TBD	TBD	ISTM	TBD		L2	TBD

		and Management (ISTM)							
Behavioral	Stress Management	· Karmayogi Prarambh Module: Stress Management	· 2 hrs 17 mins	Online	Art of Living	iGOT	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Section Officer Senior Translation Officer Under Secretary	L1	Q1
Behavioral	Stress Management	· iGoT: Yoga for Excellence by Art of Living	· 1 hr 10 mins	Online	Art of Living	iGOT		L1	Q1
Behavioral	Stress Management	· Program by Art of Living on well-being and meditation	· 23 mins	Online	Art of Living	iGOT		L1	Q1
Behavioral	Stress Management	· Stress management, OB, ethics, values, gender sensitization, emotional intelligence, leadership and communication skills, sexual harassment, critical thinking and problem solving: ISTM	· 2 days	Phygital	ISTM	ISTM		L2	TBD
Behavioral	Time Management	· iGOT: Time Management	· 1 hr 15 mins	Online	-	iGOT	Assistant Director Assistant Section Officer Deputy Secretary Director Junior Translation Officer Operations Manager Section Officer Senior Translation Officer Under Secretary	L1	Q1
Functional	Vigilance	· Orientation Training Programme on Preventive Vigilance: ISTM (Gr.	· 2 days	Phygital	ISTM	TBD	Assistant Section Officer Director	L2	Q1, Q4

		A / up to Gr. B Officers)					Section Officer Under Secretary		
Functional	Vigilance	· Administrative Vigilance: ISTM (Gr. A / up to Gr. B Officers)	· 3 days	Phygital	ISTM	TBD		L2	Q1, Q3
Domain	Basic understanding of Darpan portal (Niti Aayog), Anudan portal	TBD	TBD	TBD	TBD	TBD	Under Secretary	L1	TBD
Domain	Call Centre Management	TBD	TBD	TBD	TBD	TBD	Under Secretary	L1	TBD
Domain	Data management and analysis (grievance related)	TBD	TBD	TBD	TBD	TBD	Director Under Secretary	L1	TBD
Domain	Digital Life Certificate (DLC) knowledge	TBD	TBD	TBD	TBD	TBD	Under Secretary	L1	TBD
Domain	GPF Rules	TBD	TBD	TBD	TBD	TBD	Under Secretary	L1	TBD
Domain	National Pension Scheme	TBD	TBD	TBD	TBD	TBD	Section Officer Deputy Secretary	L1	TBD
Domain	Pension rules, interpretation and rule-making	TBD	TBD	TBD	TBD	TBD	Director Section Officer	L1	TBD
Domain	Policy matters on CCS(EOP) Rules	TBD	TBD	TBD	TBD	TBD	Under Secretary	L1	TBD
Domain	Understanding of different pension systems	TBD	TBD	TBD	TBD	TBD	Director	L1	TBD
Domain	Understanding of pension procedures and computation	TBD	TBD	TBD	TBD	TBD	Under Secretary	L1	TBD
Domain	Understanding of Grants-in-Aid	TBD	TBD	TBD	TBD	TBD	Under Secretary	L1	TBD
Domain	Policy impact assessment	TBD	TBD	TBD	TBD	TBD	Director	L1	TBD

9. Annexures

9.1. Annexure – Meeting with Secretary, Pension and Secretary, CBC

File No. 12/1/2022-P&PW (Coord.) E-8079

भारत सरकार /Government of India

कार्मिक, लोक शिकायत और पेंशन मंत्रालय/Ministry of Personnel Public Grievances and Pensions

पेंशन और पेंशनभोगी कल्याण विभाग /Department of Pension and Pensioners' Welfare

*****

3वीं मंजिल, बी-विंग, 3th Floor, B-Wing,
लोक नायक भवन, खान मार्केट,
Lok Nayak Bhawan, Khan Market,
नई दिल्ली-110003 /New Delhi-110003
दिनांक /Dated: 13.04.2023

विषय:-   Minutes of the 13th Senior Officers' Meeting under the Chairmanship of Secretary (Pension & PW), DoP&PW (13th of 2023) dated 10.04.2023.

*****

Secretary, Department of Pension & Pensioners' Welfare convened & chaired the 13th Senior Officers' Meeting of 2023 at 1.00 pm on 10.04.2023 in IFC Lok Nayak Bhawan, New Delhi. The following were present:

1. Sh. V. Srinivas, Secretary (Pension & PW),
2. Sh. Sanjiv Narain Mathur, Addl. Secretary
3. Sh. Hemang Jani, Secretary, Capacity Building Commission
4. Sh. Ruchir Mittal, Director
5. Dr. Pramod Kumar, Director
6. Sh. Ravinder Kumar, Director.
7. Sh. Anil Bansal, Director (Tech.), NIC
8. Sh. R.C. Sethi, Deputy Secretary
9. Sh. Rajesh Kumar, US (Ad.-I), DOPPW
10. Sh. Subhash Chander, US (Ad.-II), DOPPW
11. Sh. D.P. Singh, US (E), DOPPW
12. Sh. Vishal Kumar, US, (F & Coord), DOPPW

2. AS(P&PW) welcomed Secretary (Pension & PW).

3. AS, (P&PW) gave a detailed briefing to the Secretary Capacity Building Commission and his accompanying team regarding the department functioning, its budget size and training needs. Secretary CBC made a note of the same and instructed his team to immediately put in place a Department related plan. The team shall now be holding consultations with all the personnel in DoPPW as per their devised format and prepare a plan. Director (RM) shall coordinate this exercise.

Contd...

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4. Shri Anil Bansal, Director (Tech.) NIC informed the Chair that photographs of all 15 Anubhav Awardees have been uploaded on the Anubhav Portal. The Chair directed that only the speech of two Webinar speakers needs to be uploaded on the portal. Accordingly, the recording of the last webinar can be tailored. Tech Dir (NIC) also informed that documentary on Anubhav has also been uploaded on the portal.

Director (PK) informed the Chair that as per the discussion in the last SOM, names of at least 70 Nodal officers of Anubhav have been obtained along with their contact details. The Chair directed that the same be uploaded on the Anubhav portal and the remaining names be compiled and also uploaded as soon as possible.

5. Director (RK) gave a presentation on the Pension Adalat, its concept, and the number of Adalats held so far and the road map in future of holding one Adalat on May 17, 2023 and Thematic and outstation Adalats in future.

It was discussed that the event is being held at Vigyan Bhawan and that the Plenary Hall with a capacity of 1200 people shall be booked for the PRC and Halls 2 & 3 for the Adalat with a capacity of 125 people.

DS apprised the Chair that the booking of Vigyan Bhawan has been done for the Pension Adalat to be held on 17th May, 2023. US i/c of Pension Adalat Shri Dhananjay informed that a list of around 40 cases to be taken up during Pension Adalat is being prepared.

Shri Anil Bansal, Director (IT) informed that for Pension Adalat, the portal for the various Ministries shall be activated soon for registering the cases to be taken up by DoPPW during Adalat.

The Chair directed that today a visit to be made to Vigyan Bhawan at 4 p.m. to inspect the site and details of the event.

The meeting ended with a vote of thanks to the Chair.

(विशाल कुमार)
अवर सचिव, भारत सरकार
दूरभाष /Tele: 011-24644634
13.04.2023

9.2. Annexure – CBU Order

F.No.44015/38/2022-Ad.I-E-8442
Government of India
Department of Pension & Pensioners' Welfare
Admin. I

3rd Floor, Lok Nayak Bhawan
Khan Market New Delhi,
07th December, 2022

ORDER

Subject: - Constitution of Capacity Building Unit for framing of Annual Capacity Building Plans in Department of Pension and Pensioners' Welfare–reg.

It has been decided to create a Capacity Building Unit for framing of Annual Capacity Building Plan of Department of Pension & Pensioners' Welfare as per following composition:-

i.   **Sh. Sanjiv Narain Mathur, Additional Secretary, Chairman**
ii.   Sh. Ruchir Mittal, Director, Executive Head
iii. Sh. Pramod Kumar, Director, Member
iv.   Sh. R.C. Sethi, Deputy Secretary, Member
v.   Sh. Rajesh Kumar, Under Secretary (Ad.I), Member
vi.   Ms. Deborah Umesh, Section Officer (Ad.I), Member
vii. Ms. Swati Kant, Section Officer (Cpengram), Member

2.   This issues with the approval of Secretary (Pension).

(Rajesh Kumar)
Under Secretary to the Government of India
Tel ph: 24644631

To,

1. PPS to AS (Pension)
2. Dir.(PW)
3. Dir.(PP)
4. DS (RCS)
5. SO (Ad.I)
6. SO (Cpengram)

Copy to:

1. Sr. PPS to Secretary (Pension)
2. Shri Yuvraj Saswade, Mission Manager, Capacity Building Commission
3. Shri Chandan Sangal, Consultant, Capacity Building Commission

9.3. Annexure – Kick-off Meeting Minutes

<u>Meeting Minutes-Kick Off Meeting with DoPPW</u>

1. Kick off meeting for Department of Pension and Pensioners welfare was held on 2nd December,2022 at 10:30 am. The meeting was chaired by Sh. Sanjiv Narain Mathur, Additional Secretary, DOPPW. The meeting was participated by:

   a. All CBU members from DOPPW

   b. Yuvraj, Consultant, CBC

   c. Chetan Bhakkad, Partner, GT

   d. Ritika Mathur, Partner, GT

   e. Chandan Sangal, Director, GT

   f. Bhavika Sheokand, Asst. Manager, GT

2. During the meeting Add. Secretary, DOPPW acquainted the participants about their department's key schemes, policies, divisions, functions and Organisational structure. He had informed about their department's key priorities, key citizen centric schemes and technological reforms. He informed the meeting participants about their Bhavishya Software and how it has improved the pension disbursal system. The DOPPW has an in-house call center for resolving the grievances of citizens. The grievances for super senior citizens are resolved on priority. There is an appeal system if grievances are not redressed.

3. During the meeting, Chetan Bhakkad had asked the CBU members chaired by Ad. Secretary regarding their functional, domain and behavioral requirements and sanctioned strength of their department. All the CBU members were informed about the key aspects of capacity building around these areas.

4. Ad. Secretary informed the participants that the sanctioned strength of their department is 60 comprising of 1 Ad. Secretary, 4 DS/Director, 10 Under Secretary, 7(only 3 occupied position) SO with vacancies at lower level. They have an additional strength of 25 resources hired through Gem. The committee conveyed the CBC members about their requirements with respect to behavioral, functional and domain aspects.

5. The succeeding steps were concluded in the meeting. Consultants from CBC will be sharing a calendar of interaction with all the staff including the outsourced staff for CNA analysis. A meeting with the Secretary, DOPPW will be scheduled as next step. The DOPPW will be sharing detailed list of their staff and call center employees for disbursal of questionnaire for the next step.

9.4. Annexure – Circulation of CNA Questionnaire

Fwd: Questionnaire received from Capacity Building Commission for framing the Annual Capacity Building Plan in DoPPW

RK Rajesh Kumar <rajesh.kr73@nic.in>
To ● Bharat Mathur

↩ Reply   ↩ Reply All   → Forward

Thu 13-04-2023 03:57 PM

ⓘ If there are problems with how this message is displayed, click here to view it in a web browser.

From: "Rajesh Kumar" <rajesh.kr73@nic.in>
To: "RUCHIR MITTAL" <ruchirmittal.cgda@nic.in>, "PRAMOD KUMAR" <pramod.kumar79@gov.in>, "Ravinder Kumar" <Kumar.ravinder66@nic.in>, "R C Sethi" <sethi.rc@nic.in>, "Manoj Kumar Under Secretary" <mkumar.mol@nic.in>, "S. Chakrabarti US" <s.chakrabarti75@gov.in>, "Subhash Chander" <subhash.chander123@nic.in>, "ashok kumar singh" <ashok.ks72@gov.in>, "Rajendra Kumar Dutta" <dutta.rk@nic.in>, "Dhananjay Prasad Singh" <singh.dp1973@nic.in>, "VISHAL KUMAR" <kumar.vishal@nic.in>, "DEEPAK GUPTA" <deepakgupta1@prasarbharati.gov.in>, "Deborah Umesh" <deborah.u@gov.in>, "Swati Kant" <swati.k13@nic.in>, "Hemant Hemant" <hemant.b@nic.in>, "Andrew Zomawia Karthak" <karthak.andrew@nic.in>, "Akhlesh Mann" <akhi.mann@gov.in>, "Manju Gupta" <manjugupta.dgca@gov.in>, "Ashwani Batra" <ashwani.batra69@gov.in>, "Inderjeet Sharma" <inderjeet.s71@nic.in>, "Neelam Meena" <meena.neelam@gov.in>, "N N Meena Assistant" <namo.narayana@nic.in>, "RAVI PRAKASH MEENA" <rp.meena90@gov.in>, "ANSHUL SHARMA" <anshul.sharma93@gov.in>, "TS Anil Kumar" <ts.anil.kumar@nic.in>, "Rajeshwar Sharma" <rajeshwar.75@gov.in>, "Anil Kumar Koiri" <anil.koiri@ncst.nic.in>, "Ravi Rawat" <ravi.rawat@nic.in>, "Sanjeet Kumar" <sanjeet.k87@gov.in>, "Jai Chand" <jaichand.13@gov.in>
Cc: "Sanjiv Narain Mathur" <as-doppw@gov.in>, "RUCHIR MITTAL" <ruchirmittal.cgda@nic.in>
Sent: Monday, April 10, 2023 4:46:57 PM
Subject: Questionnaire received from Capacity Building Commission for framing the Annual Capacity Building Plan in DoPPW

Sir/Madam,

    Kindly find attached trail e mail dated 10.04.2023 from Capacity Building Commission, which pertains link of the Questionnaire for framing the Annual Capacity Building Plan in DoPPW. All Officers/Officials are requested to fill these details urgently and send back to this Section within two days. This may be treated as "Urgent".

With Regards,
Rajesh Kumar
Under Secretary to the Government of India
Department of Pension & Pensioners' Welfare