



Capacity Building Plan

Department of Personnel and Training



Capacity Building Plan- DoPT

Executive Summary

Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building, and is based on the philosophy of creating an ecosystem of 'competency driven training and human resource management' by transitioning from a 'rule-based' system to a 'role-based' system. Under this Programme, Capacity Building Commission (CBC) has been set up to ensure effective training and development of civil servants to enhance their skills and capabilities and is currently working extensively on developing Annual Capacity Building Plans (ACBPs) for the MDOs that includes the Department of Personnel and Training (DoPT).

Annual Capacity Building Plan (ACBP)

CBC defines capacity building as a process to build, develop, and enhance ability, talent, competency, efficiency, and qualification of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

As part of its mandate, CBC is facilitating the preparation of Annual Capacity Building Plan (ACBP) for participating Ministries / Departments / Organizations (MDOs). The plan entails specific, measurable, attainable, realistic and time-bound capacity building interventions of the Department. An orientation workshop for all participating MDOs was conducted on 1st December 2022 chaired by Hon'ble Cabinet Secretary for explaining the conceptual framework of ACBP, key steps for developing ACBPs and guidelines for monitoring implementation of the ACBPs.

ACBP for Department of Personnel and Training

The ACBP preparation process of Department of Personnel and Training (hereby referred to as "the Department") began in month of December 2022 with a kick-off meeting held on 2nd December under the leadership of the Hon'ble Secretary, DoPT. Interactions with the leadership of the Department were conducted to understand the organizational structure of the Department, key functions of the wings within the Department, past capacity building interventions and key priorities of the Department. Following this to analyse the competency needs across designations in the Department a competency needs analysis form was circulated in February 2023 for all employees to perform self-assessment of required competencies at individual level. Once a significant response rate was achieved across the Department, competency needs were analyzed across domain, functional and behavioural areas. Following that, departmental FGDs were conducted to validate the competency needs emanating from the analysis.

As a next step, annual capacity building plan for the Department has been drafted. The plan consists of both training & non-training interventions. At an individual level, based on competency requirements identified for each unique role training interventions have been recommended across domain, behavioural



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& functional areas. At an organizational level, non-training interventions for enhancing organizational capacity like institutionalizing induction training for all new joiners in the Department, recognition program, mentor/buddy Program, process walk throughs, developing new technologies, creating a culture of knowledge sharing etc. have been suggested.

Quick Wins

Based on the competency needs identified across the Department, certain training programs for which courses are available on the iGOT platform were identified. To initiate the implementation of the capacity building plan, courses on digital fluency, data analysis, office procedures, communication, stress management, etc. were decided to be undertaken by all employees of the Department.

Finalization of the Annual Capacity Building Plan for the Department

For finalization of the Annual Capacity Building Plan training courses have been mapped to the competency requirement of the Department summarized in the table below:

Category	Summary of identified competencies	
Domain	<ul style="list-style-type: none"> • Appointment • Setting / abolition of Bench of CAT/SATs • Creation/abolition/continuance of Posts • Court Cases Management • Disciplinary Proceedings • Framing / amendment of Rules • Handling administration of CIC • Implementation of RTI Guidelines • Management of RTI Online portal • Cadre Review • Policy framing for Cadre Review • Framing of policies for NFSG • Formulation and implementation of National Training Policy • Formulation and Implementation of Training for All (Central Sector Scheme) • Management of Training Programs • Partnerships with Training Institutions • Multilateral Funding • Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes • Managing Schemes of Training Wing • Planning & Implementation of Assistant Secretary Program • Emerging Technologies in Capacity Building 	<ul style="list-style-type: none"> • Pay Fixation • Training • Allowances and Incentives • Resignation, Retirement, and lien • Deputation / Transfer / Commercial employment • Vigilance clearance • Framing Recruitment Rules • Handling administrative, financial and establishment matters of attached bodies • Framing and amendment of legislations for anti-corruption • Appointment Policies • Seniority / MACP • Performance Management [(Annual Performance Appraisal Report (APAR))] • Administration of Recruitment Agencies • Joint Consultative Machinery (JCM) and National Council • Leaves • Commercial Employment and retirement • Reservation • Retraining and re-deployment • Administration of personnel matters of DoPT employees



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Category	Summary of identified competencies	
	<ul style="list-style-type: none"> Appointment of CSS, CSSS, CSCS cadre officers Performance Management of CSS, CSSS, CSCS cadre officers Understanding of 360-degree review process Understanding old and New pension Issues and Economics Understanding lateral recruitment and PMS Karmayogi Bharat guidelines Rotational transfer of CSS, CSSS, CSCS officers Cadre Training of CSS, CSSS, CSCS officers Framing, amendment and interpretation of CSS, CSSS, CSCS Rules and Regulations Encadrement / decadrement of CSS, CSSS, CSCS posts Cadre Clearance of CSS/CSSS/CSCS officers 	<ul style="list-style-type: none"> Updation of official portals and website Management of Receipts and Records for DoPT Management of Official Accommodation Maintenance of Personnel Records Cadre Clearance for foreign assignments Management of associations Disciplinary cases handling of DoPT officials Budget Management Cash Management and Accounting Formulation of Employee Welfare schemes Event Management Management of Registered Societies Housekeeping of official buildings
Functional	<ul style="list-style-type: none"> Digital Fluency Cabinet Note Preparation Handling RTI Matters E-Office & office management Monitoring and Evaluation Financial Management (Budget/ PFMS) 	<ul style="list-style-type: none"> Data Analytics Handling Parliamentary Matters Office Procedure, Noting & Drafting Public Procurement Litigation management Grievance Redressal
Behavioural	<ul style="list-style-type: none"> Communication Team Management & Development Time Management 	<ul style="list-style-type: none"> Decision Making Result Orientation Stress Management

Conclusion

Every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of DoPT was constituted on 4th January 2023 under the leadership of the Joint Secretary (Training wing), DoPT to lead the exercise within the Department. The Department's CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually.



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List of Abbreviations

ACBP	Annual Capacity Building Plan
ACC	Appointments Committee of the Cabinet (ACC)
AI	Artificial Intelligence
APAR	Annual Performance Appraisal Report
AS	Additional Secretary
ASO	Assistant Section Officer
AT	Administrative Tribunal
CAT	Central Administrative Tribunal
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CIC	Central Information Commission
CNA	Competency Needs Assessment
Coord.	Coordination
CPSE	Central Public Sector Enterprise
CPWD	Central Public Works Department
CRD	Cadre Review Division
CS	Central Secretariat
CSCS	Central Secretariat Clerical Service
CSS	Central Secretariat Service
CSSS	Central Secretariat Stenographers Service
CVC	Central Vigilance Commission
DAKSHTA	Development of Attitude, Knowledge and Skills for Holistic Transformation of Administration
DFFT	Domestic Funding of Foreign Training
Dir.	Director
DoPT	Department of Personnel and Training
DS	Deputy Secretary
EO	Establishment Officer
Estt.	Establishment
FGD	Focused Group Discussion
IGOT	Integrated Government Online training
IIM	Indian Institutes of Management
IIPA	Indian Institute of Public Administration
IR	Information Rights
ISTM	Institute of Secretarial Training and Management
JCA	Joint Consultive Machinery and Arbitration



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JS	Joint Secretary
L&A	Leave and allowance
LBSNAA	Lal Bahadur Shastri National Academy of Administration
LE	Lateral Entry
LTC	Leave Travel Concession
LTTP	Long Term Training Programme
MACP	Modified Assured Career Progression
MCRHRDI	Dr. Marri Channa Reddy Human Resource Development Institute
MDO	Ministry Department & organization
MeiTY	Ministry of Electronics and Information Technology
MGSIPA	Mahatma Gandhi State Institute of Public Administration
MM	Middle Management
NAAA	National Academy of Audit and Accounts
NFSG	Non-Functional Selection Grade
NIC	National Informatics Centre
NPCCSB	National Programme for Civil Services Capacity Building
NTP	National Training Policy
PESB	Public Enterprises Selection Board
PFMS	Public Financial Management System
PG	Public Grievance
PMHRC	Prime Minister's Human Resource Council
PR	Personal Records
R&R	Retraining & Redeployment
RTI	Right to Information
SM	Senior Management
SO	Section Officer
SoP	Standard Operating Procedures
SPV	Special Purpose Vehicle
SV	Service and Vigilance
TA	Travelling Allowance
TFA	Training for All
US	Under Secretary
WITP	Wadhvani Institute of Technology and Policy



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1. Background

1.1 Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions, formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively. The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building ('NPCSCB') referred to as 'Mission Karmayogi'. The program aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology oriented.

Its primary objective is improvement of governance through enhancement of capability across the Civil Services pyramid of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills, and knowledge, aligned to the national vision. 'Mission Karmayogi' envisages a paradigm shift from a rule-based to a role-based approach, recognizing that 'agile and citizen-centric' civil service requires a well-defined competency framework as a key lever of a comprehensive capacity enhancement programme.

The following institutions have been created to operationalize the Mission:

- **Prime Minister's Human Resource Council (PMHRC):** Apex body that provides strategic direction to the Mission
- **Cabinet Secretariat Coordination Unit:** Under the apex body, the unit shall monitor the implementation of NPCSCB, align stakeholders and oversee all capacity building interventions
- **Capacity Building Commission:** Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forward recommendations on standardization of training and capacity building
- **Karmayogi SPV (Special Purpose Vehicle):** The SPV shall own and operate the digital asset - iGOT Karmayogi platform - created for implementation of NPCSCB

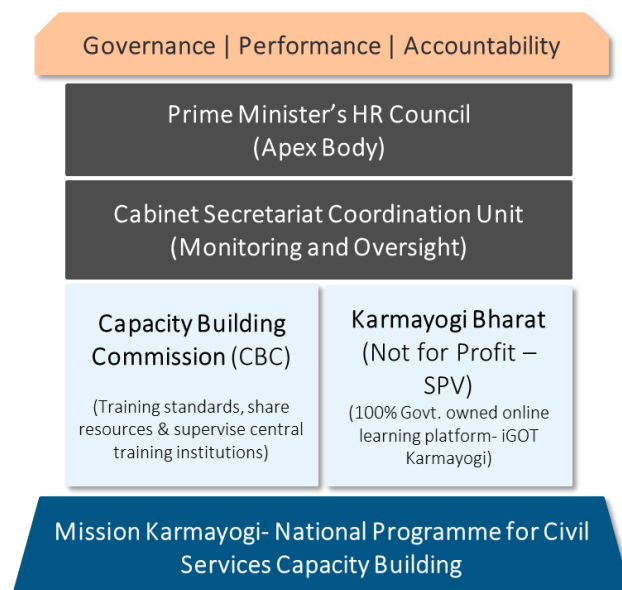


Figure 1: Framework for implementation and monitoring



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1.2 Capacity Building Commission (CBC)

The Capacity Building Commission (CBC) was constituted in April 2021 to act as the custodian of the civil services capacity building ecosystem. The core purpose of the Commission is to build a learning culture in the whole of Government and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs). The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

1.3 Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) is facilitating the preparation of ACBPs for participating MDOs.

CBC defines capacity building as a process to build, develop, and enhance capability, skill, competence, efficiency, and efficacy of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

The Annual Capacity Building Plan (ACBP) details out Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions for the Department. It defines training & non-training interventions at the individual and organizational level that would enhance the capacity of the Department.

At the Individual Level: Competencies form the basis of individual capacity building. A competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or

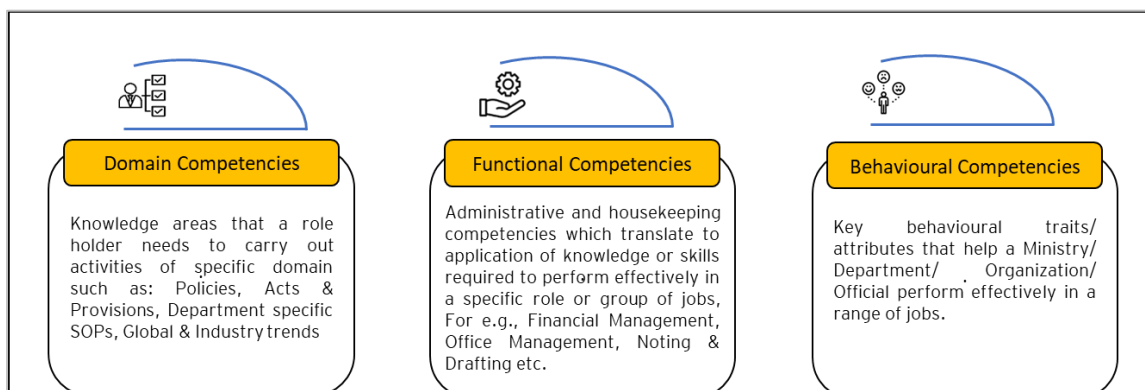


Figure 2: Definition of competencies



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task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles.

At the Organizational Level: This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.

An orientation workshop for all participating MDOs was conducted on 1st December 2022 chaired by Hon'ble Cabinet Secretary for explaining the conceptual framework of ACBP, key steps for developing ACBPs and guidelines for monitoring implementation of the ACBPs.

This document details out the Annual Capacity Building Plan for the Department of Personnel and Training.

2. Approach and Methodology adopted for the ACBP exercise

Following the orientation workshop with all MDOs, a kick-off meeting was organized at DOPT on 3rd December 2022 chaired by the Hon'ble Secretary to plan the process of development of the capacity building plan for the Department and introducing the team of ACBP consultants to support the exercise. The following approach & methodology was discussed and agreed for the ACBP exercise for the Department:

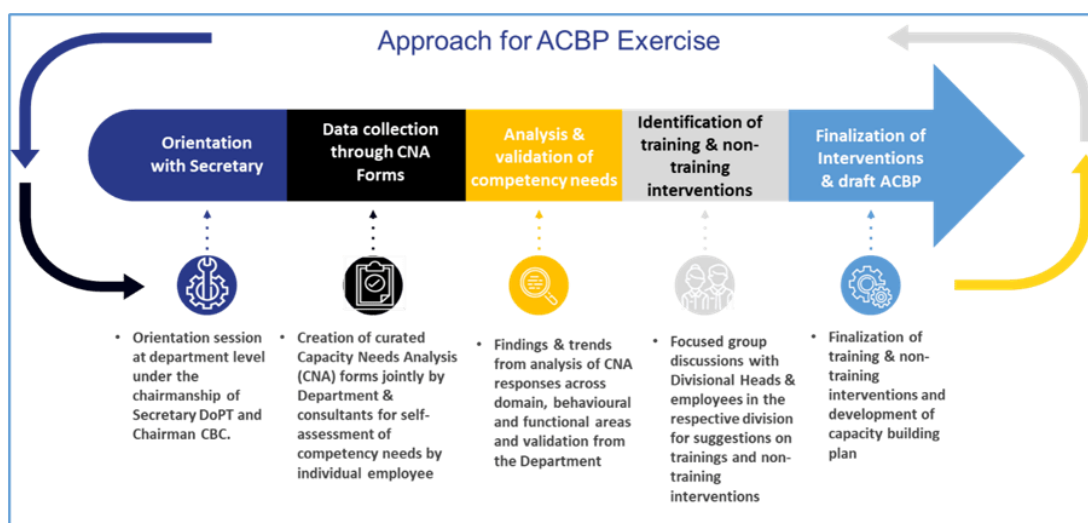


Figure 3: Steps for developing ACBP

Further the three key lenses for designing the capacity building plan were explained – contribution to national priorities, ability to assess emerging technologies impacting the future of the Department/ sector

and citizen centric approach to be adopted by the MDOs to serve the nation. The key focus areas identified by the Department, under the three lenses, are summarized in the illustrative below:

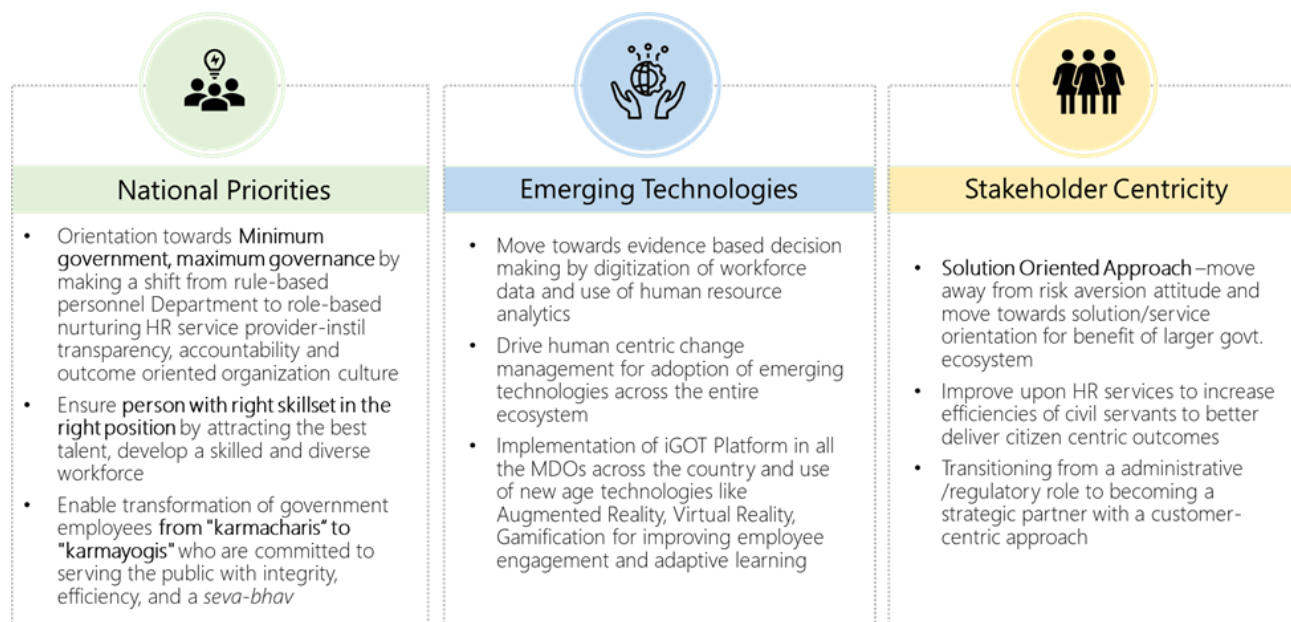


Figure 4: Lenses of capacity building for DOPT

Also, to fulfil the mandate on facilitating development of Annual Capacity Building Plan (ACBP), every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of DoPT was constituted on 4th January 2023 under the leadership of the Joint Secretary (Training wing), DoPT to lead the exercise within the Department.

3. Overview of Department of Personnel and Training

3.1 Vision of the Department

The Department of Personnel and Training (DoPT)'s vision is to create an enabling environment for development and management of Human Resources of the Government for efficient, effective, accountable, responsive, and transparent, and ethical governance.

3.2 Mission of the Department

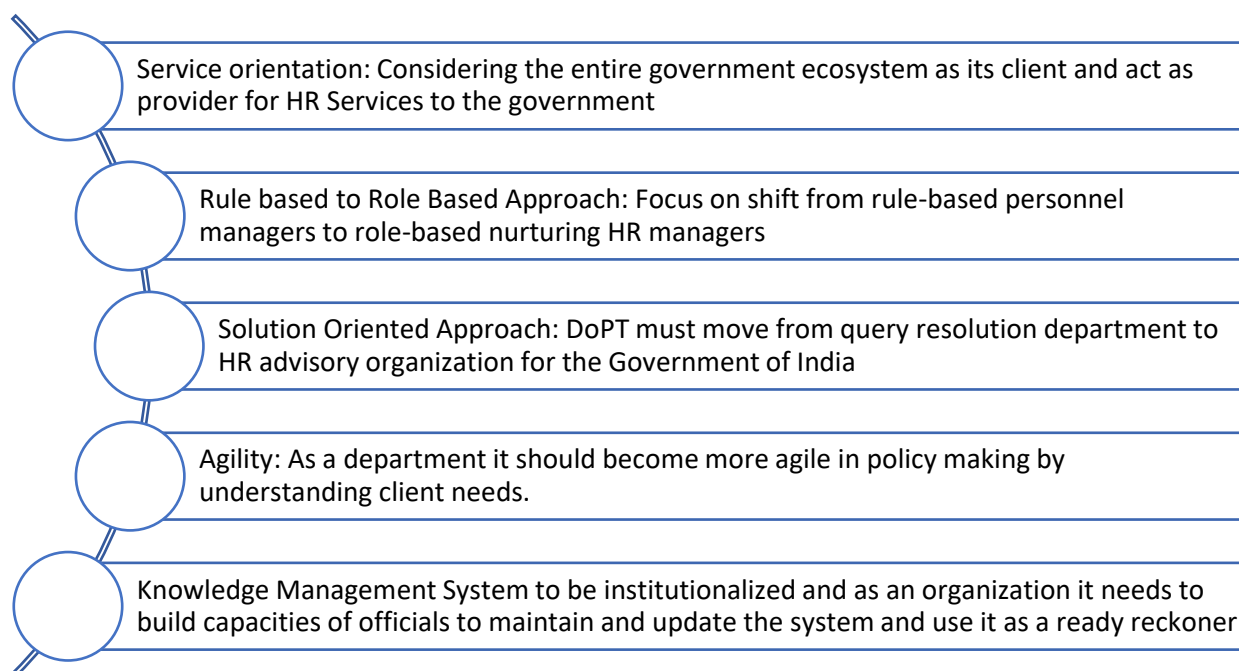
The Department's Mission revolves around development and management of government personnel by attracting the best talent, providing excellent career advancement opportunities, encouraging competence



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and innovation, adopting a dynamic frame work of personnel policies and procedures, ensuring capacity building at all levels, inculcating and supporting a culture of transparency, accountability and zero tolerance of corruption in public affairs and institutionalizing a system of continuous and constructive engagement with stakeholders to make the public service in India more efficient, effective, accountable and responsive.

In alignment with the above vision & mission, DoPT is presently working on the following strategic goals.



As part of the ACBP exercise, an As-Is assessment of the Department was conducted to gain understanding on the Department's current state. Interactions were held with the leadership of the Department (Additional Secretaries and Joint Secretaries) along with heads of various wings for gaining understanding on the organizational structure, key functions of the different wings and past capacity building interventions undertaken by the Department. The following sub-section provides a summary of the As-Is assessment.

3.3 Summary of As-is assessment of the Department

The As-Is assessment focused on documenting the organization structure of the Department along with functions of the wings. Qualitative data regarding roles and responsibilities was captured to document the mandate of each wing along with job roles of unique positions within each wing. Documentation provided by the Department, as well as information available on the official website were used to comprehensively understand the organizational structure, schemes, etc. of the Department, a summary of which is



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presented in the subsequent sections of this report. The As-Is assessment report developed based on this understanding covered the following aspects:

- Vision and mission of the Department
- Mapping of organization structure of the Department along with functions of the different wings and wings through conducting multiple interactions (one-on-one interviews and focused group discussions) with Department officials
- Major schemes and programmes
- Inputs on past training initiatives undertaken by the Department
- Identified priorities of the Department and future path in alignment with national priorities, citizen-centric goals and emerging technologies impacting the functioning of the Department by performing secondary research (studying DoPT' s annual report, website, induction material, etc.) and primary consultations
- Existing challenges and opportunities at organizational and institutional level and way forward

The As-is assessment report was finalized basis the inputs received from CBC and the Department.

3.3.1 Organizational structure of the Department

Secretary, DoPT heads the functioning of the entire Department and its attached offices with support of respective Additional Secretaries and Joint Secretaries. The seven major wings in DoPT are listed below:

- Establishment Officer Wing
- Personnel Policy Wing
- Training Wing
- Service and Vigilance Wing
- Administration and Welfare Wing
- AT, CRD and IR Wing
- CS Wing

The overall organogram of DoPT is shown below:

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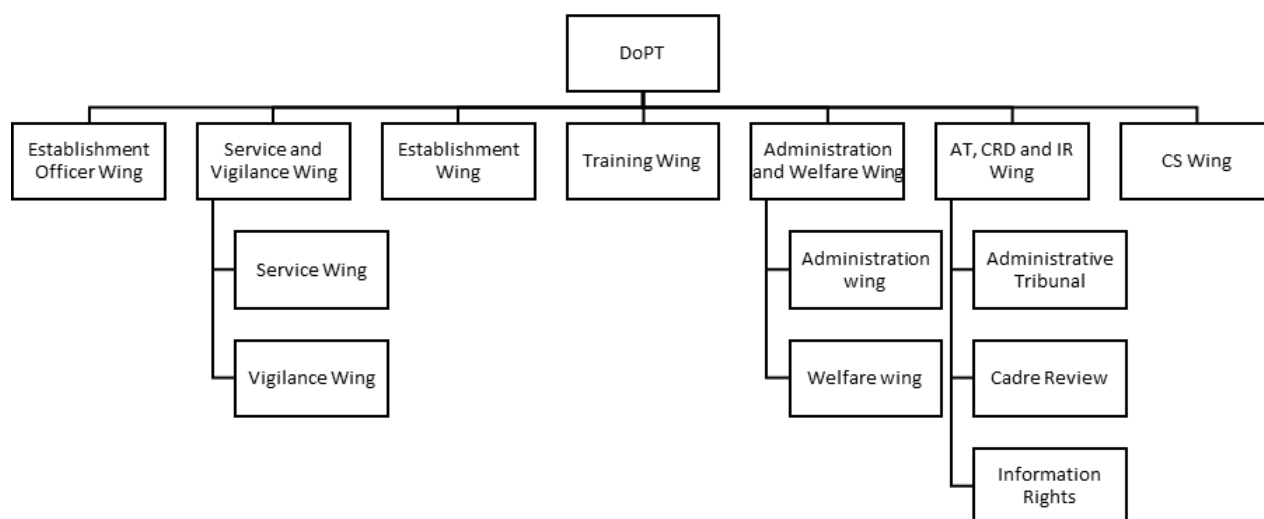


Figure 5: Organogram of DoPT

The table below summarizes the broad functions of the seven wings in the Department.

Table 1: Overview of wings

Wings	Description
Establishment Officer Wing	The wing of the Establishment Officer handles matters relating to appointment/ empanelment at senior levels, career management, foreign assignments etc. It consists of four divisions: Senior Management (SM) Division, Appointments Committee of the Cabinet (ACC) Division, Personal Records (PR) Division and Middle Management (MM) Division.
Personnel Policy Wing	The Personnel Policy wing of DoPT deals with all matters relating to personnel policies of Central Government servants other than All India Service Officers, Joint Consultative Machinery for Central Government Employees and matters relating to the Union Public Service Commission, Staff Selection Commission and PESB. This wing consists of Personnel Division, Pay Division, Leave & Allowance Division, Reservation Division, SR Division, and RR Division.
Training Wing	Training wing administers induction training to recruits to the Indian Administrative Service and other All India Services and Central Services. This wing aids with upgradation of the training equipment's for Government Training Institutions. Training wing has also been coordinating the implementation of National Training Policy.
Service and Vigilance Wing	The Service and Vigilance wing handles all matters relating to administrative vigilance (including administration of CVC) and All India Services. There are four divisions: Service Division, Administrative Vigilance Division, Lokpal Division and Cadre Review Division.
Administration and Welfare Wing	Administration, Coordination and Welfare Wing handles all matters relating to personnel administration of DoPT, budget of the Department, coordination work of DoPT (including RTI and PG), and staff welfare.



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Wings	Description
AT, CRD and IR Wing	AT, CRD & IR wing handles administrative tribunal, RTI policy including administration of CIC, all matters relating to cadre management of CSS/CSSS/CSCS, allocation of services of state Govt. employees after reorganization of states and redeployment of surplus staff.
CS Wing	This wing is responsible for providing support and continuity of the Governmental system in the Central Government Secretariat; Central Secretariat Service (CSS), Central Secretariat Stenographers Service (CSSS) and Central Secretariat Clerical Service (CSCS).

3.3.2 Summary of past capacity building interventions

In order to understand existing capacity building initiatives in the Department and exposure of its employees to trainings, data was collected on the following aspects:

- Last training attended by the employees
- Nature of training
- Duration of training
- Mode of training
- Provider institute for training

A snapshot of the analysis is presented below:



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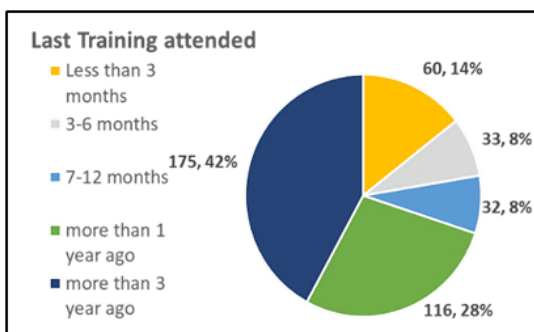


Figure 6: Last training attended

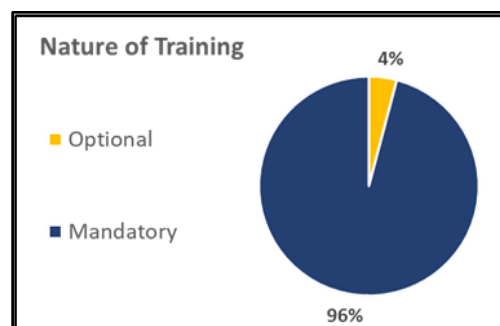


Figure 7: Nature of Training

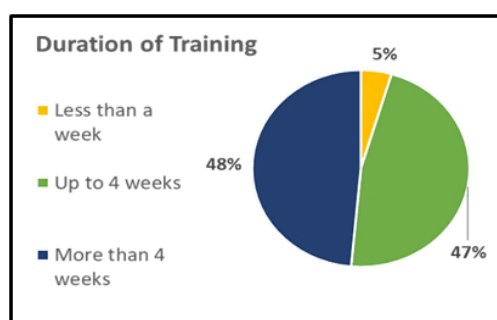


Figure 8: Duration of training

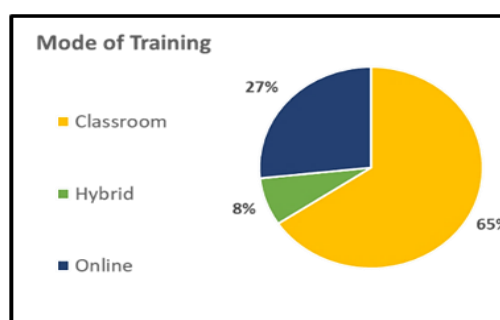


Figure 9: Mode of training

It was observed that 70% of employees have not attended any training in last one year (Fig 6) and 96% of these trainings have been mandatory in nature (Fig 7). 48% of the trainings have been long trainings involving employees for over a week to 4 weeks and was conducted through classroom programs (Fig 8 & 9).

It was also observed that, given the role and responsibilities of the employees of the department, ISTM is the major training institute where the departmental employees have been trained on areas like noting, drafting and rules and regulations, RTI, e-Office, Cabinet Note, Budgeting & Financing, Conduct Rules, Leave Rules, LTC Rules, TA Rules, Parliamentary Procedures, Stress Management, Time Management etc. The themes of the trainings that respondents attended indicates that most of the trainings are mandatory ISTM trainings and are related to functional aspects largely. Other institutes where the employees have undergone training are includes Dr. MCRHRD Institute, Hyderabad, Telangana, Central Translation Bureau, National Academy of Indian Railways, MGSIPA, Isha Foundation, MeITY, IIM, Ahmedabad, IIM Shillong, IIPA, MIT, In Ministry of Civil Aviation, LBSNAA, DoPT, NAAA Shimla, Euro Consultant, European Commission, ISTM, National Productivity Council, University of Chicago.

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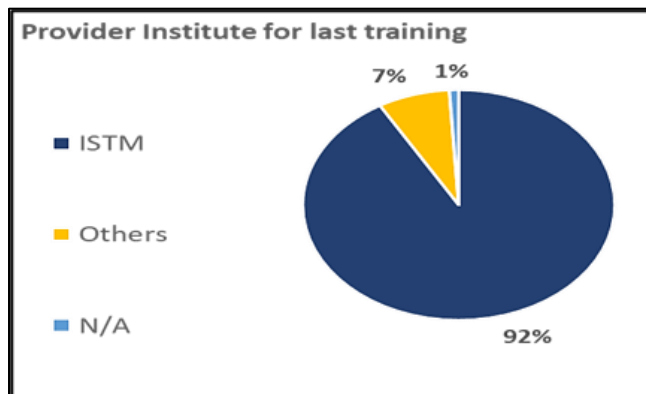


Figure 10: Provider institutes for training

Change impact of training: 88% of the employees believe trainings lead to better efficiency and a training program suited to employees ask and role’s requirement would surely have a positive impact on employee’s morale.

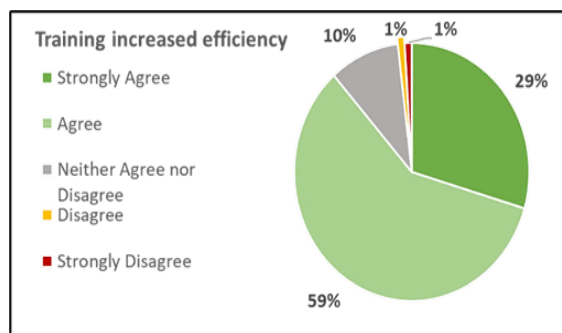


Figure 11: Change impact of trainings

There is a strong need of increasing training interventions in the Department to keep the employees abreast of the advancements in the domain and upskill them. A shift in focus from mandatory cadre-based trainings to role-based training interventions is need of hour. More byte sized learning programs needs to be developed and make learning more accessible and learner driven. Also, classroom trainings alone cannot address the growing need to upskilling employees – anyplace, anytime trainings should be accessible and available to learners at their comfort. Focus on training in domain areas along with functional and behavioural needs to be developed - a comprehensive capacity building plan including the best of training courses and institutes needs to be developed to address the employees need. In order to identify training needs across domain, functional and behavioural areas a comprehensive competency need analysis for the Department was conducted.



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4. Competency Need Analysis for the Department

Based on work allocation and functions of the different wings at DoPT, secondary research as well as primary consultations were conducted to identify the required competencies at unique role level. These individual level competencies were segregated into domain, functional and behavioural categories.

Additionally, a competency needs assessment form was also circulated within the Department to perform self-assessment of required competencies at individual level by the present incumbents.



Figure 12: Coverage across the Department

4.1 Data collection for competency need analysis

A questionnaire was designed for the purpose of self-assessment of competency needs by the present incumbents in the Department. Following steps were taken to ensure a well-crafted and effective questionnaire:

- Devise comprehensive questionnaire (attached in Annexure) to capture:
 - **Profile of employee:** Basic details like designation, wing, cadre, time spent in Department, etc.
 - **Roles and responsibilities** of the present incumbents
 - **Previous trainings:** Document participation of the incumbent in previous training intervention, provider institutes, last instance of training, duration of training, etc.

- **Competency requirement at individual level:** Domain, Functional, Behavioural and Technology competency needs of the present incumbents



- **Employee's Voice:** Suggestions from employee to improve upon service delivery of the Department to make it more citizen centric, understand organizational and institutional challenges faced by employees and seek suggestive solutions on these areas
 - Inputs/feedback were taken from the Department for finalization of the questionnaire



Figure 13: FGDs with Department leadership for validation of competency needs

- Finalised questionnaire was reviewed and approved by CBC and CBU
- Identify and finalize the **means of sharing questionnaire:** For circulating the survey form amongst all employees, NIC Forms were used.

A robust follow-up mechanism was set with CBU to encourage employees to fill in the forms within the stipulated time period and to achieve a statistically significant response rate.

4.1.1 Survey coverage and data validation



The NIC survey form was circulated in the department on 23rd January 2023 and responses were collected from the employees till 28th February 2023. A total of 416 responses were received from employees across designations and wings. The table below tabulates responses received across designations in the department.



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Table 2: CNA Response Details

Designation	No. of Responses received
Additional Secretary	1
Joint Secretary	2
Director	9
Deputy Secretary	16
Under Secretary	56
Deputy Director	1
Section Officer	79
Assistant Section Officer	158
Deputy Director	1
Senior Translation Officer	2
Junior Translation Officer	3
Senior Principal Private Secretary	2
Principal Private Secretary	15
Private Secretary	20
Personal Assistant	18
Principal Staff Officer	1
Senior Secretariat Assistant	6
Junior Secretariat Assistant	1
Steno Grade D	25
Grand Total	416

Once a significant response rate was achieved across all designations in the Department, a confirmation was sought from the Department and CBC to close the survey form to move towards the analysis stage. The following steps were taken to analyze the responses:

- Conducted Competency Need Analysis basis the questionnaire responses by present incumbents
- Identified required domain, functional and behavioural competency at individual level for each unique role



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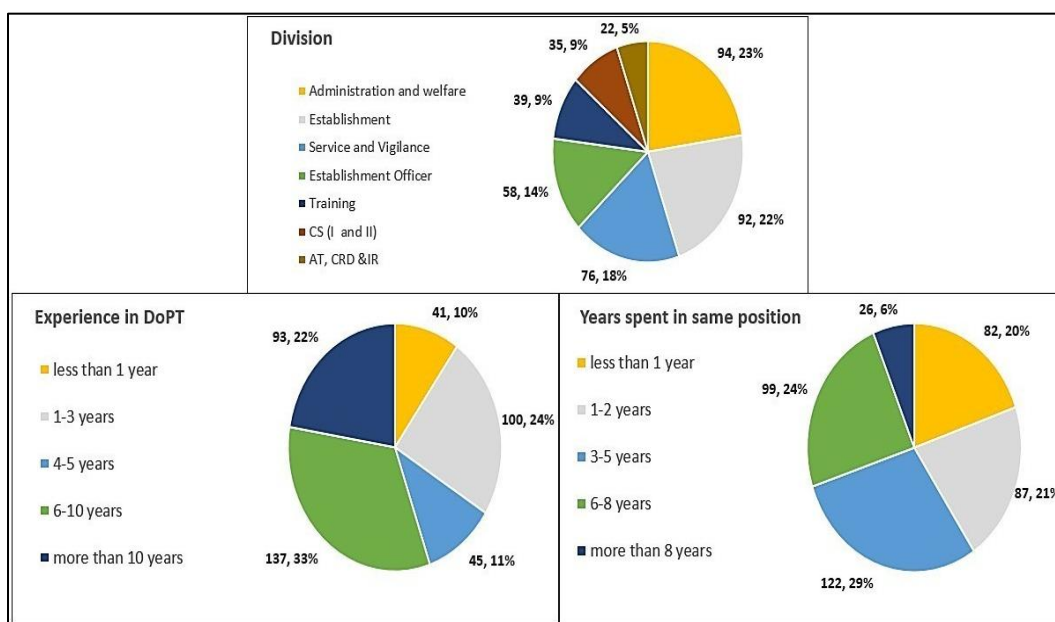
- Identified competency requirements wing wise, position wise as well as at an organizational level
- Validated the preliminary findings from the CNA through FGDs with vertical/wing head
- Deduced the most essential/must-have individual and organizational level competencies across all designations/roles by creating heatmaps
- Suggested the appropriate type of training interventions to address identified competency gaps for effective capacity building within the Department

4.2 Key insights from CNA exercise

Based on the responses received across Department and designations, the response data was analyzed to identify the competency needs arising out of the survey at individual level for unique job roles. The following sub-sections highlight key findings from the survey.

4.2.1 Respondents Analysis

An analysis of profile of the respondents was done to understand the cadre of employees working in the Department, years of experience of working in the Department, years spent on same post etc. for developing a baseline of employee profile of the Department. A snapshot of the employee profile is provided below:





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Figure 14: Analysis of respondent profile

Respondent analysis elucidates that majority of respondent (23%) are from Administration and welfare wing, followed by Personnel Policy (erstwhile Establishment wing) (22%) and Service and Vigilance (18%).

Years of experience in DoPT: 55% of the employee have more than 6 years of experience in the department. Also, **10% of the employee** have also been inducted recently (<1 year in the department) indicating a need for a strong induction programme for the department.

Years spent in the same Post: 20% of employees have seen change in designation in last 1-3 years, they may need trainings to reinforce competencies or acquire new competencies in domain, functional or behavioral category.

4.2.2 Competency needs identified across Department and levels

4.2.2.1 Domain Competency Analysis

The following graph identifies the top 8 domain competencies highlighted by the Department in the survey.

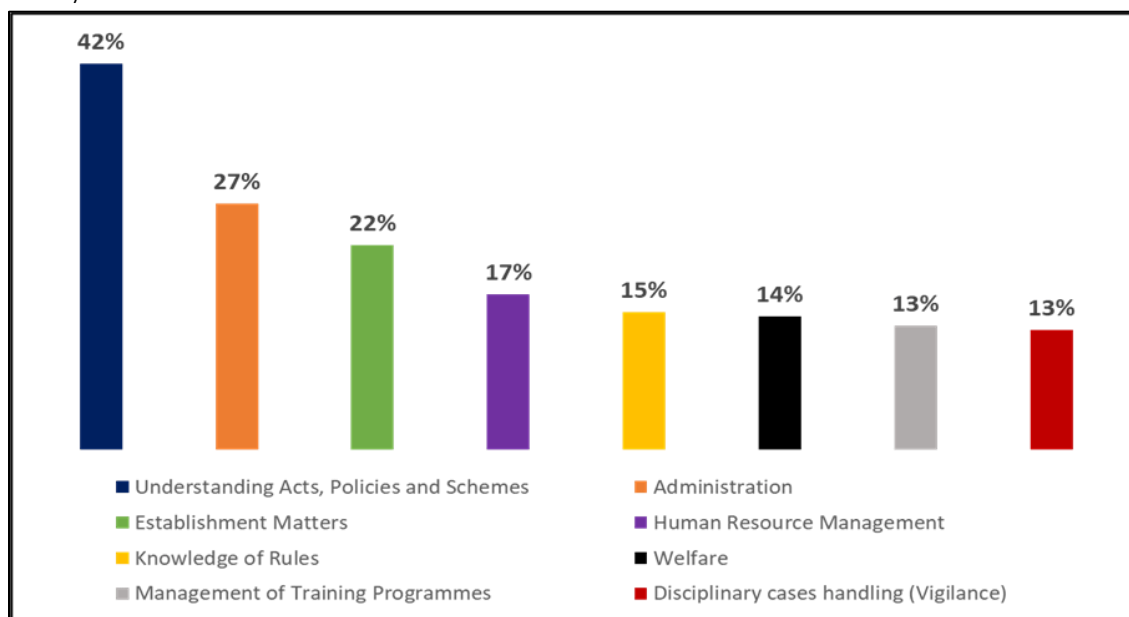


Figure 15: Organization Level Domain Competencies

Further analysis was done on the domain competency requirements for each designation level as well as at wing level as depicted in the graphs as follows (Fig 16 & 17).

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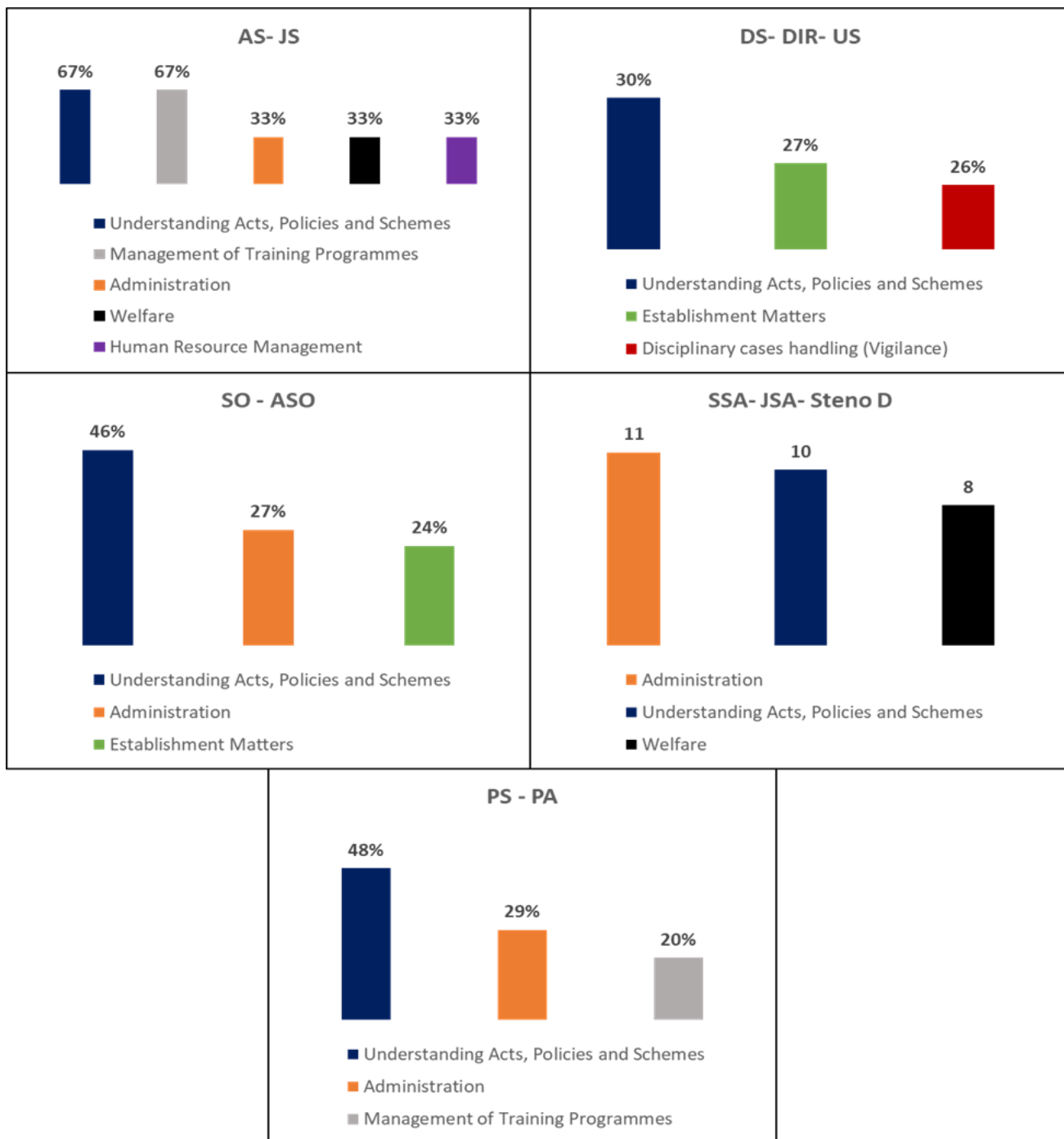


Figure 16: Designation wise domain competency needs



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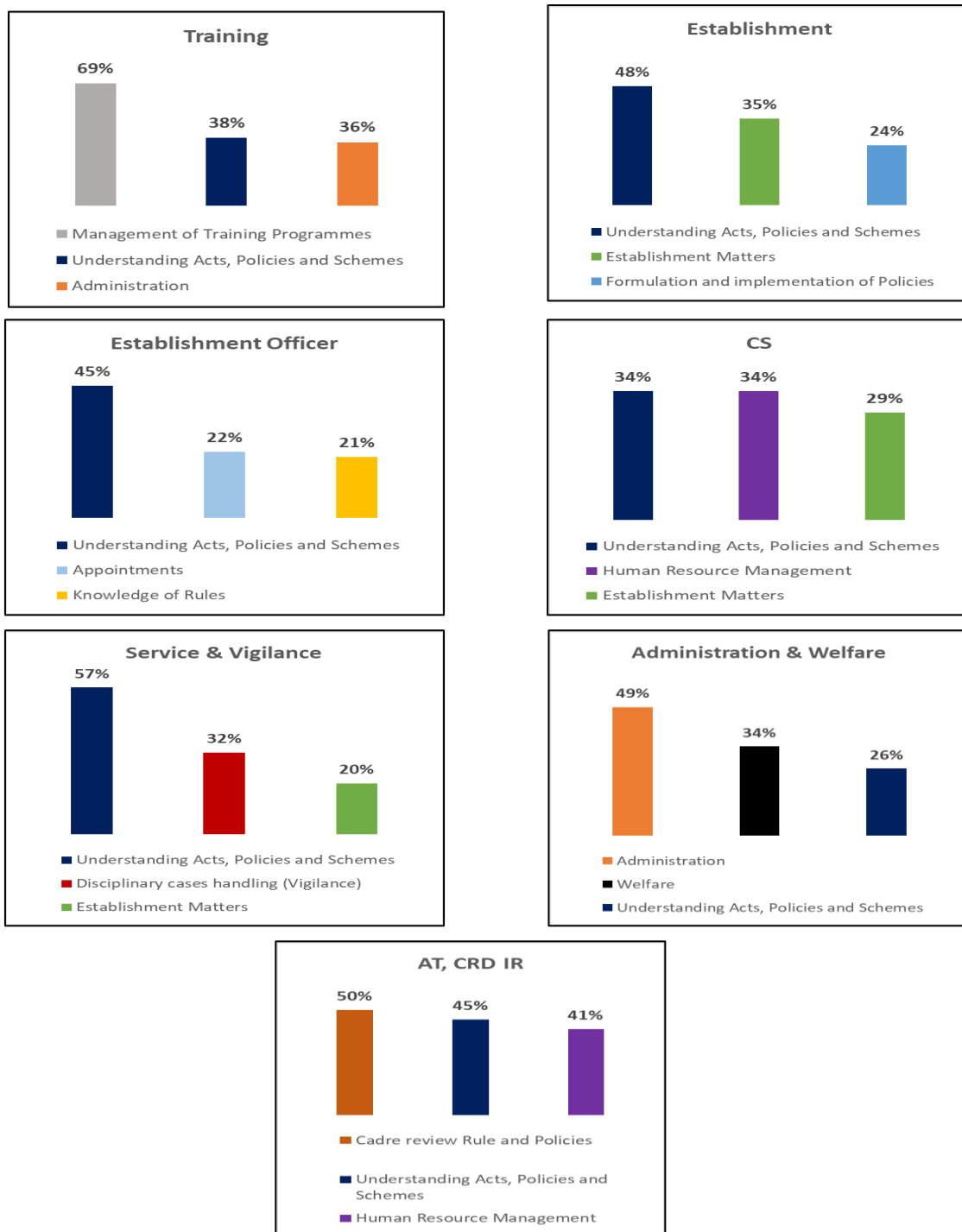


Figure 17: Wing-wise Domain Competency Needs



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The finalized domain competency required for each unique role is mapped in section 4.3.

4.2.2.2 Functional Competency Analysis

The graph below identifies the top 10 functional competencies highlighted by the Department in the survey.

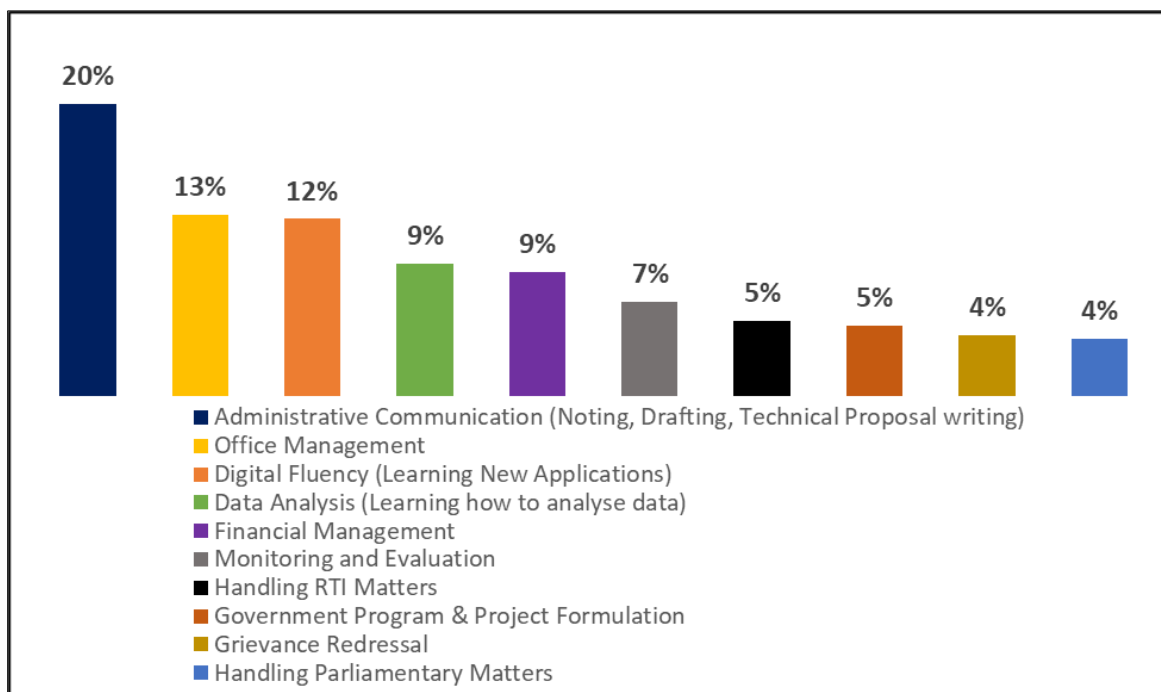


Figure 18: Organization Level Functional Competency Needs

Top functional competency needs from the CNA response analysis are administrative communication, office management and digital fluency. Further analysis was done on the functional competency requirements for each designation level as well as wing level as depicted in the graphs below (Fig 19 & 20).



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Figure 19: Designation wise functional competencies



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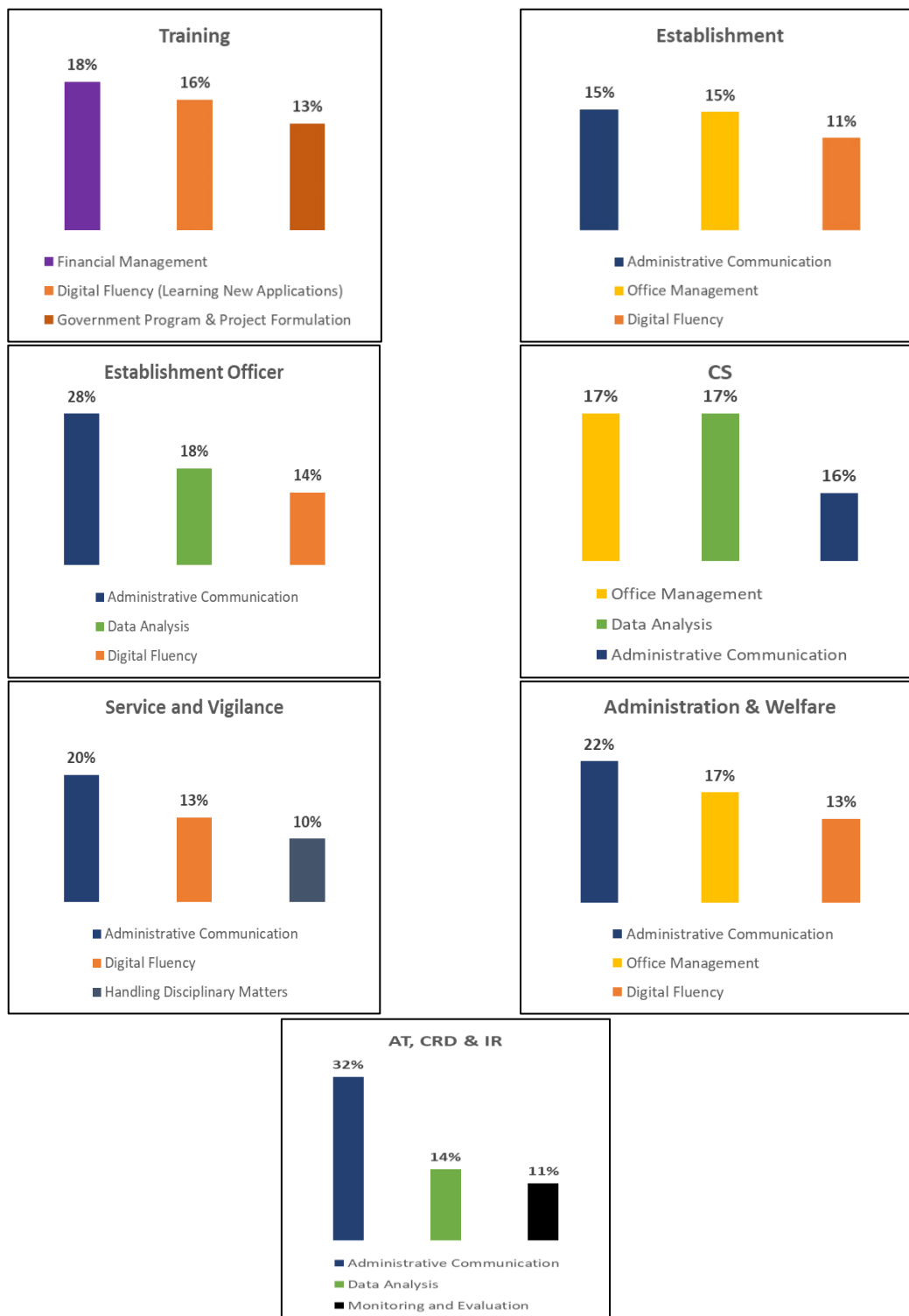


Figure 20: Wing wise Functional Competency Needs



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The finalized functional competency required for each unique role is mapped in section 4.3.

4.2.2.3 Behavioural Competency Analysis

The graph below identifies the top 7 behavioural competencies highlighted by the Department in the survey.

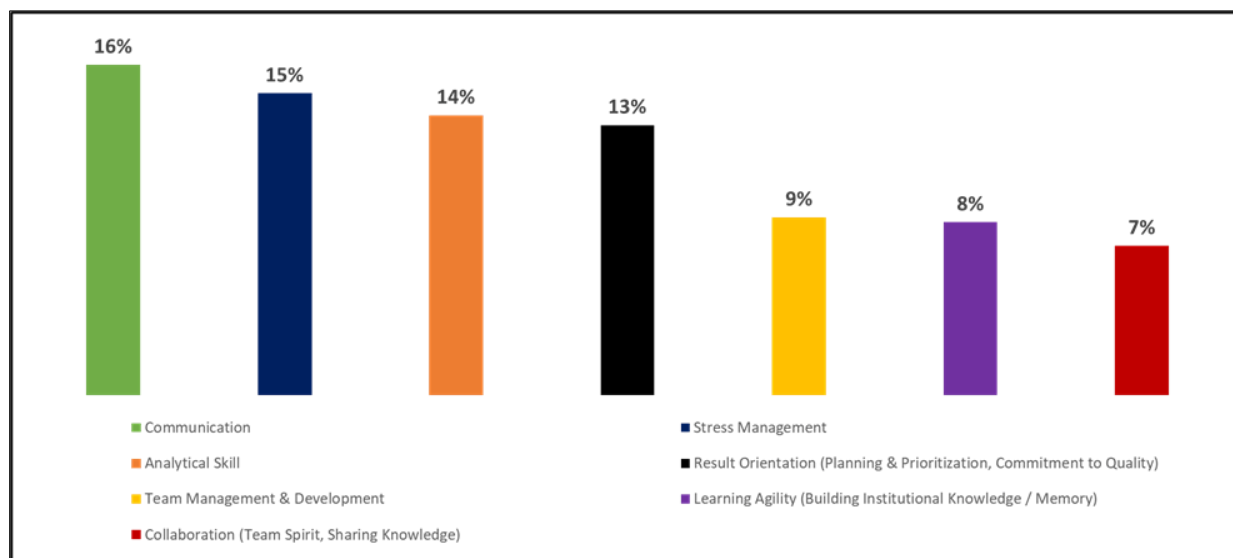
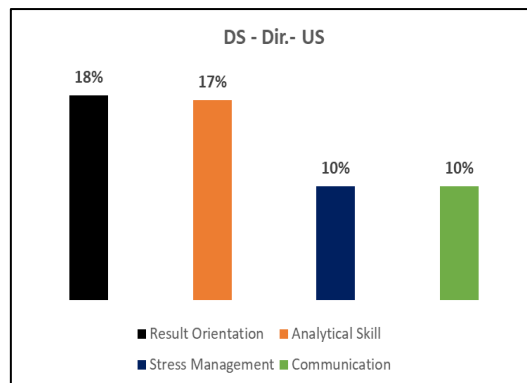
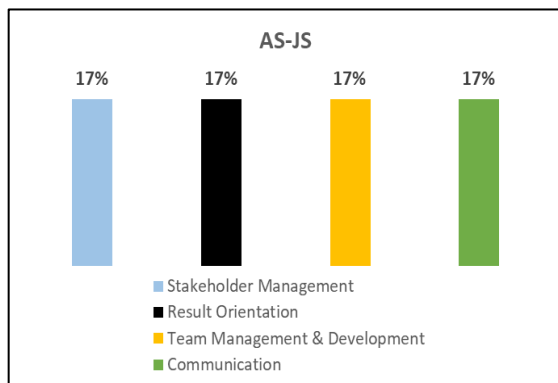


Figure 21: Organization Level Behavioural Competency Needs

The top behavioral competency needs for the department are communication, stress management, analytical skill, and result orientation. Further analysis was done on the behavioral competency requirements for each designation level as well as wing level as depicted in the graphs below (Fig 22 & 23).





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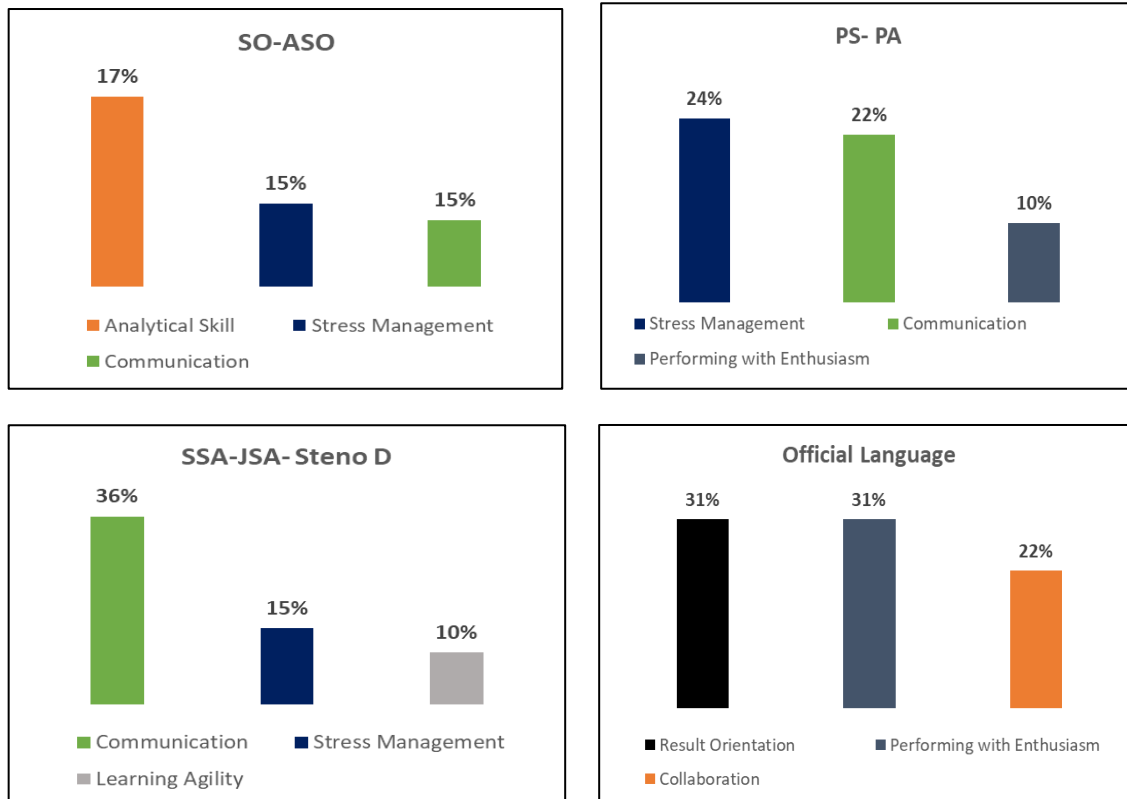
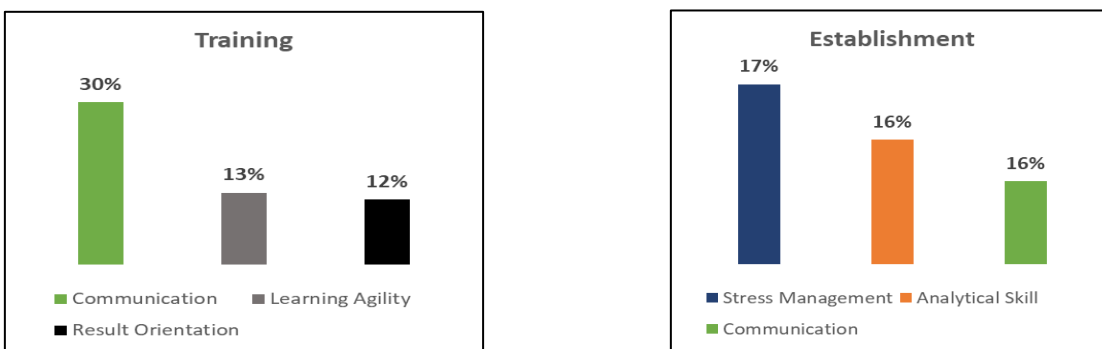


Figure 22: Designation wise Behavioural Competency Needs





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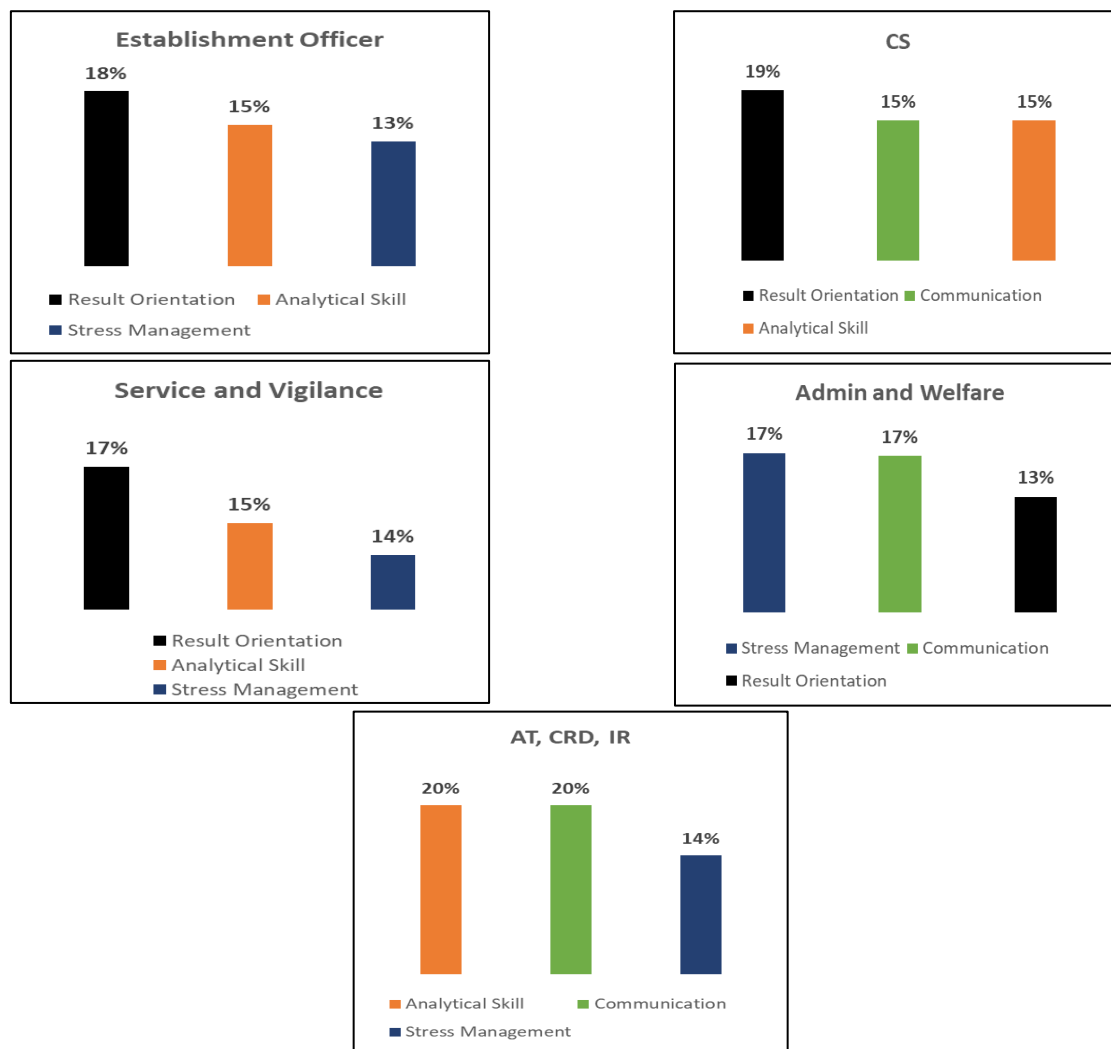


Figure 23: Wing wise Behavioural Competencies

The finalized behavioural competency required for each unique role is mapped in section 4.3.



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4.3 Detailed competency needs analysis at unique position level

Competency requirement of the Department at an individual level emanating from the need analysis exercise and further validated through FGDs with the wings is outlined in the table for each unique role:

Table 3: Detailed competency requirement AS-JS

Role	Domain	Behaviour	Functional
EO & AS (Establishment Officer)	<ul style="list-style-type: none"> • Appointments of Senior Management/ Middle management • Empanelment at Senior management level • Board level appointments in CPSEs/PSBs/FIs • Understanding of 360 degree review process 	<ul style="list-style-type: none"> • Visionary Leadership • Change Management • Whole of Government Thinking • Innovation and Improvement • Team Management & Development • Decision Making 	<ul style="list-style-type: none"> • Public Relations and Communications • Citizen Centricity • Government Program Formulation & Implementation • Monitoring and Evaluation • Data Analytics (Data led decision making)
AS (Personnel Policy)	<ul style="list-style-type: none"> • Policy on Recruitment • Seniority/Promotion • Reservation • Joint Consultative Machinery (JCM) and National Council • Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> • Visionary Leadership • Change Management • Whole of Government Thinking • Innovation and Improvement • Team Management & Development • Decision Making 	<ul style="list-style-type: none"> • Public Relations and Communications • Citizen Centricity • Government Program Formulation & Implementation • Monitoring and Evaluation • Data Analytics (Data led decision making)
AS (IR, CRD & AT)	<ul style="list-style-type: none"> • Policy framing for Cadre Review • Framing of policies for NFSG • Framing / amendment of Rules • Appointment of Chairman/ Members 	<ul style="list-style-type: none"> • Visionary Leadership • Change Management • Whole of Government Thinking • Innovation and Improvement • Team Management & Development • Decision Making 	<ul style="list-style-type: none"> • Public Relations and Communications • Citizen Centricity • Government Program Formulation & Implementation • Monitoring and Evaluation • Data Analytics (Data led decision making)
JS (Training)	<ul style="list-style-type: none"> • Formulation and implementation of National Training Policy • Managing Schemes of Training Wing 	<ul style="list-style-type: none"> • Stakeholder Management • Whole of Government Thinking • Visionary Leadership 	<ul style="list-style-type: none"> • Public Relations and Communications • Project Management • Government Program Formulation & Implementation



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Role	Domain	Behaviour	Functional
	<ul style="list-style-type: none"> Emerging Technologies in Capacity Building Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> Innovation and Improvement Change Management Decision Making Team Management & Development 	<ul style="list-style-type: none"> Monitoring and Evaluation Data Analytics (Data led Decision making) Digital Fluency
AS (Service & Vigilance)	<ul style="list-style-type: none"> Policy formulation and statutory regulations regarding disciplinary matters of IAS officers Framing Recruitment Rules Appointment Promotion, selection, and transfer management of AIS cadre 	<ul style="list-style-type: none"> Visionary Leadership Change Management Whole of Government Thinking Innovation and Improvement Team Management & Development Decision Making 	<ul style="list-style-type: none"> Public Relations and Communications Citizen Centricity Vigilance & Disciplinary matters Monitoring and Evaluation Data Analytics (Data led decision making)
JS (Admin)	<ul style="list-style-type: none"> Administration of personnel matters of DoPT employees Formulation of Employee Welfare schemes 	<ul style="list-style-type: none"> Visionary Leadership Change Management Whole of Government Thinking Innovation and Improvement Team Management & Development Decision Making 	<ul style="list-style-type: none"> Public Relations and Communications Citizen Centricity Government Program Formulation & Implementation Monitoring and Evaluation Data Analytics (Data led decision making)
JS (CS)	<ul style="list-style-type: none"> Framing, amendment, and interpretation of CSS, CSSS & CSCS Rules and Regulations Recruitment, Promotion, Appointment of CSS, CSSS & CSCS cadre officers Understanding lateral recruitment and PMS 	<ul style="list-style-type: none"> Visionary Leadership Change Management Whole of Government Thinking Innovation and Improvement Team Management & Development Decision Making 	<ul style="list-style-type: none"> Public Relations and Communications Citizen Centricity Government Program Formulation & Implementation Monitoring and Evaluation Data Analytics (Data led decision making)



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Table 4: Detailed Competencies for Directors & DSs

Role	Domain	Behaviour	Functional
DS-Training (Mission Karmayogi, e-HRMS)	<ul style="list-style-type: none"> Emerging Technologies in Capacity Building Partnerships with Training Institutions Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> Result Orientation Whole of Government Thinking Team Management and Development Visionary leadership Innovation and Improvement Decision Making Communication Stress Management 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Monitoring and Evaluation Digital Fluency Data Analysis
Director Training (ISTM, Budget, AIS, CBC, Admin, Asst. Secy program)	<ul style="list-style-type: none"> Multilateral Funding Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Managing Schemes of Training Wing Planning & Implementation of Assistant Secretary Program Emerging Technologies in Capacity Building Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> Result Orientation Transdisciplinary Thinking Visionary leadership Decision Making Team Management and Development Communication 	<ul style="list-style-type: none"> Digital Fluency Office Procedure, Noting & Drafting Public Procurement Data Analysis Monitoring and Evaluation Financial Management (Budget/ PFMS)
DS – Training (TFA, NTP, Coordination)	<ul style="list-style-type: none"> Formulation and implementation of National Training Policy Formulation an Implementation of Training for All (Central Sector Scheme) Partnerships with Training Institutions Managing Schemes of Training Wing Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> Learning Agility Communication Team Management & Development Time Management Analytical Thinking Stakeholder Management Decision Making 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Contract Management Monitoring and Evaluation Financial Management (Budget/ PFMS) Data Analysis Digital Fluency



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Role	Domain	Behaviour	Functional
DS –Training (Academy, DFFT, LTTP, IST/IIPA)	<ul style="list-style-type: none"> • Management of Training Programs and Institutes • Partnerships with Training Institutions • Managing Schemes of Training Wing • Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes • Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> • Result Orientation • Stress Management • Learning Agility • Communication • Innovation and Improvement • Decision Making 	<ul style="list-style-type: none"> • Government Program Formulation & Implementation • Monitoring and Evaluation • Digital Fluency • Public Relations and Communications • Institutional appointments (Establishment) • Data Analysis
Director - Training (iGOT)	<ul style="list-style-type: none"> • Emerging Technologies in Capacity Building • Partnerships with Training Institutions • Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> • Learning Agility • Stakeholder Management • Team Management & Development • Decision Making • Innovation and Improvement • Communication 	<ul style="list-style-type: none"> • Government Program Formulation & Implementation • Project Management • Public Procurement • Data Analysis • Digital Fluency • Grievance Redressal
Director (IR)	<ul style="list-style-type: none"> • Framing / amendment of Rules • Management of RTI Online portal • Handling administration of CIC • Implementation of RTI Guidelines 	<ul style="list-style-type: none"> • Innovation and Improvement • Communication • Learning Agility • Influencing & Negotiation • Change Management • Decision Making 	<ul style="list-style-type: none"> • Monitoring and Evaluation • Government Program and Project Formulation • Digital Fluency • Data Analysis • Grievance Redressal
DS (CRD)	<ul style="list-style-type: none"> • Cadre Review • Policy framing for Cadre Review • Framing of policies for NFSG 	<ul style="list-style-type: none"> • Innovation and Improvement • Analytical thinking • Communication • Whole of government thinking • Decision Making • Team management and development 	<ul style="list-style-type: none"> • Data Analysis • Public Relations and Communications • Digital Fluency • Monitoring and evaluation



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Role	Domain	Behaviour	Functional
DS (AT)	<ul style="list-style-type: none"> Appointment of Chairman/ Members Setting / abolition of Bench of CAT/SATs Creation/abolition/continuance of Posts Court Cases Management Disciplinary proceedings 	<ul style="list-style-type: none"> Team management and development Time management Stress Management Communication Decision Making 	<ul style="list-style-type: none"> Monitoring and evaluation Litigation management Digital Fluency Data Analysis
Director/DS (CS I)	<ul style="list-style-type: none"> Recruitment, Promotion, Appointment of CSS cadre officers APAR Maintenance (Performance Management of CSS cadre officers) Transfer, Posting & Rotational transfer Policy (CSS Cadre) Cadre Training of CSS Framing, amendment and interpretation of CSS Rules and Regulations Cadre Review of CSS Officers Encadrement / decadrement of CSS Cadre Clearance of CSS Understanding lateral recruitment and PMS 	<ul style="list-style-type: none"> Whole of Government Thinking Influencing & Negotiation Team Management & Development Decision Making Innovation and Improvement Analytical Thinking Communication 	<ul style="list-style-type: none"> Monitoring and Evaluation Data Analytics Digital Fluency Litigation Management Public Relations and Communications
DS (CS II)	<ul style="list-style-type: none"> Recruitment, Promotion, Appointment of CSSS & CSCS cadre officers APAR Maintenance (Performance Management of CSSS & CSCS cadre officers) Transfer, Posting & Rotational transfer Policy (CSSS Cadre) Cadre Training of CSSS Framing, amendment, and interpretation of CSSS & CSCS Rules and Regulations Cadre Review of CSSS, CSCS Officers 	<ul style="list-style-type: none"> Whole of Government Thinking Team Management & Development Decision Making Communication 	<ul style="list-style-type: none"> Data Analysis Digital Fluency Public Relations and Communications Monitoring and Evaluation Grievance Redressal



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Role	Domain	Behaviour	Functional
	<ul style="list-style-type: none"> Relaxation and creation of posts in the personal staff of ministries Encadrement / decadrement of CSSS, CSCS Cadre Clearance of CSSS, CSCS Understanding lateral recruitment and PMS 		
Director (Admin)	<ul style="list-style-type: none"> Administration of personnel matters of DoPT employees Disciplinary cases handling of DoPT officials Budget Management Cash Management and Accounting 	<ul style="list-style-type: none"> Visionary Leadership Decision Making Communication Change Management Team Management & Development Innovation and Improvement 	<ul style="list-style-type: none"> Monitoring and Evaluation Grievance Redressal Digital Fluency Citizen Centricity Public Relations and Communications Data Analysis
DS Coord	<ul style="list-style-type: none"> Coordinating within department and other ministries and departments as per the mandate 	<ul style="list-style-type: none"> Decision Making Change Management Communication Team Management & Development Innovation and Improvement 	<ul style="list-style-type: none"> Monitoring and Evaluation Grievance Redressal Digital Fluency Public Relations and Communications Data Analysis
Director/DS (Welfare)	<ul style="list-style-type: none"> Formulation of Employee Welfare schemes Management of Registered Societies Management of associations Maintenance of buildings through CPWD Policy for Canteens Budget 	<ul style="list-style-type: none"> Visionary Leadership Communication Decision Making Change Management Team Management & Development Innovation and Improvement 	<ul style="list-style-type: none"> Monitoring and Evaluation Grievance Redressal Digital Fluency Citizen Centricity Public Relations and Communications Data Analysis



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Role	Domain	Behaviour	Functional
Director- EO ACC (Appointments Committee of the Cabinet)	<ul style="list-style-type: none"> • Appointments through ACC • Board level appointments in CPSEs/PSBs/FIs/Insurance Companies etc. • Understanding of 360 degree review process 	<ul style="list-style-type: none"> • Decision Making • Analytical Thinking • Communication • Result Orientation • Team Management & Development • Stress Management • Time Management 	<ul style="list-style-type: none"> • Digital Fluency • Data Analytics • Monitoring and Evaluation • Handling Parliamentary Matters
Director- EO SM (Senior Management)	<ul style="list-style-type: none"> • Appointments of Senior Management under Central Staffing Scheme • Appointments of Senior Management other than Central Staffing Scheme • Empanelment at Senior management level • Understanding of 360 degree review process 	<ul style="list-style-type: none"> • Decision Making • Analytical Thinking • Communication • Result Orientation • Team Management & Development • Stress Management • Time Management 	<ul style="list-style-type: none"> • Digital Fluency • Data Analytics • Monitoring and Evaluation • Handling Parliamentary Matters
DS/ Dir.-EO PR	<ul style="list-style-type: none"> • Maintenance of Personnel Records • Understanding of 360 degree review process 	<ul style="list-style-type: none"> • Decision Making • Analytical Thinking • Communication • Result Orientation • Team Management & Development • Stress Management • Time Management 	<ul style="list-style-type: none"> • Digital Fluency • Data Analytics • Monitoring and Evaluation • Handling Parliamentary Matters
Director- EO MM (Middle Management)	<ul style="list-style-type: none"> • Appointments of Middle Management • Understanding of 360 degree review process 	<ul style="list-style-type: none"> • Decision Making • Analytical Thinking • Communication • Result Orientation • Team Management & Development • Stress Management • Time Management 	<ul style="list-style-type: none"> • Digital Fluency • Data Analytics • Monitoring and Evaluation • Handling Parliamentary Matters



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Role	Domain	Behaviour	Functional
DS Personnel Policy (E-II)	<ul style="list-style-type: none"> Administration of Recruitment Agencies Handling Disagreement Cases Performance Management (Annual Performance Appraisal Report (APAR)) Commercial Employment and retirement Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Stakeholder Management Whole of Government Thinking Influencing & Negotiation Communication Team Management & Development Decision Making Visionary Leadership 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Grievance Redressal Litigation Management Digital Fluency Data Analytics
DS – Personnel Policy (JCA & Reservation II)	<ul style="list-style-type: none"> Reservation Joint Consultative Machinery (JCM) and National Council Understanding old and New pension Issues and Economics . 	<ul style="list-style-type: none"> Team Management & Development Result Orientation Analytical Thinking Communication Visionary Leadership Influencing & Negotiation 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Grievance Redressal Litigation Management Digital Fluency Data Analytics
DS– Personnel Policy (Reservation I)	<ul style="list-style-type: none"> Reservation Understanding old and New pension Issues and Economics . 	<ul style="list-style-type: none"> Team Management & Development Result Orientation Analytical Thinking Communication Visionary Leadership Influencing & Negotiation 	<ul style="list-style-type: none"> Monitoring Implementation of Govt Policies Grievance Redressal Litigation Management Digital Fluency Data Analytics
DS Personnel Policy (R&R)	<ul style="list-style-type: none"> Retraining and re-deployment Allocation of state cadre employee after reorganization of states Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Decision Making Team Management & Development Change Management Communication 	<ul style="list-style-type: none"> Digital Fluency Grievance Redressal Litigation Management Data Analysis



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Role	Domain	Behaviour	Functional
DS Personnel Policy (RR)	<ul style="list-style-type: none"> Policy on Recruitment Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Decision Making Time Management Team Management & Development Result Orientation Communication 	<ul style="list-style-type: none"> Digital Fluency Data Analysis E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management
Director – Personnel Policy (Leave & Allowance)	<ul style="list-style-type: none"> Leave Allowance Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Decision Making Time Management Team Management & Development Result Orientation Communication 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management Data Analysis
DS – Personnel Policy (Pay)	<ul style="list-style-type: none"> Pay Fixation MACP Incentives (Part) Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Decision Making Time Management Team Management & Development Result Orientation Communication 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management Data Analysis



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Role	Domain	Behaviour	Functional
Director – Personnel Policy. (LE)	<ul style="list-style-type: none"> Policy on Recruitment Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Decision Making Time Management Team Management & Development Result Orientation Communication 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management Data Analysis
Director – Personnel Policy (E- I)	<ul style="list-style-type: none"> Seniority/Promotion Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Decision Making Time Management Team Management & Development Result Orientation Communication 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management Data Analysis
Director (SV) (Service)	<ul style="list-style-type: none"> Pay Fixation Seniority List / MACP Training Allowances and Incentives Deputation / Transfer / Commercial Leave Resignation, Retirement, and lien Handling administrative, financial and establishment matters of attached bodies 	<ul style="list-style-type: none"> Stakeholder Management Whole of Government Thinking Influencing & Negotiation Communication Team Management & Development Decision Making 	<ul style="list-style-type: none"> Digital Fluency Data Analysis Preventive Vigilance Monitoring and Evaluation Grievance Redressal Litigation Management E-Office & Office Management



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Role	Domain	Behaviour	Functional
DS/Dir. (SV) (Recruitment)	<ul style="list-style-type: none"> Framing Recruitment Rules Appointment Deputation / Transfer / Commercial 	<ul style="list-style-type: none"> Stakeholder Management Whole of Government Thinking Influencing & Negotiation Communication Team Management & Development Decision Making 	<ul style="list-style-type: none"> Digital Fluency Data Analysis Preventive Vigilance Monitoring and Evaluation Grievance Redressal Litigation Management E-Office & Office Management
DS/Dir (Vigilance)	<ul style="list-style-type: none"> Conduct and Disciplinary matters Disciplinary proceedings Vigilance clearance 	<ul style="list-style-type: none"> Stakeholder Management Whole of Government Thinking Influencing & Negotiation Communication Team Management & Development Decision Making 	<ul style="list-style-type: none"> Digital Fluency Data Analysis Preventive Vigilance Monitoring and Evaluation Grievance Redressal Litigation Management E-Office & Office Management



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Table 5: Detailed Competencies for USs

Role	Domain	Behaviour	Functional
US Training (e-HRMS, iGOT)	<ul style="list-style-type: none"> Emerging Technologies in Capacity Building Partnerships with Training Institutions Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> Time Management Proactiveness Communication Stakeholder Management Team Management and Development Decision Making 	<ul style="list-style-type: none"> Project Management Monitoring and Evaluation Financial management (Budget/ PFMS) e-Office and Office Management Digital Fluency Data Analysis Cabinet Note preparation
US Training (ISTM, Budget, Asst. Secy, CBC, Admin)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Managing Schemes of Training Wing Planning & Implementation of Assistant Secretary Program Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> Result Orientation Communication Team Management & Development Visionary Leadership 	<ul style="list-style-type: none"> Monitoring and Evaluation Financial management (Budget/ PFMS) e-Office and Office Management Handling RTI Matters Digital Fluency Data Analytics Cabinet Note preparation
US Training (iGOT, CBC,)	<ul style="list-style-type: none"> Emerging Technologies in Capacity Building Partnerships with Training Institutions Multilateral Funding Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> Result Orientation Transdisciplinary Thinking Communication Team Management & Development Analytical Thinking 	<ul style="list-style-type: none"> Digital Fluency Procurement Management Monitoring and Evaluation Data Analysis Public Relations and Communications Cabinet Note preparation



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Role	Domain	Behaviour	Functional
US Training (TFA)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Managing Schemes of Training Wing Planning & Implementation of Assistant Secretary Program Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> Result Orientation Learning Agility Analytical Thinking Visionary Leadership Communication Change Management 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Project Management Monitoring and Evaluation Financial Management (Budget/ PFMS) Digital Fluency Data Analysis Cabinet Note preparation
US Training (Academy, DFFT, LTTP, IST/IIPA)	<ul style="list-style-type: none"> Managing Schemes of Training Wing Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Partnerships with Training Institutions Management of Training Programs and Institutes Karmayogi Bharat guidelines 	<ul style="list-style-type: none"> Result Orientation Resilience Learning Agility Communication Team Management and Development Stakeholder Management 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Monitoring and Evaluation Digital Fluency Public Relations and Communications Institutional appointments (Establishment) Data Analysis Cabinet Note preparation
US (IR 1)	<ul style="list-style-type: none"> Framing / amendment of Rules Management of RTI Online portal Handling administration of CIC Implementation of RTI Guidelines 	<ul style="list-style-type: none"> Communication Teamwork Analytical Thinking Decision Making 	<ul style="list-style-type: none"> Monitoring and Evaluation Financial Management (Budget/ PFMS) Data Analysis Cabinet Note preparation Digital Fluency Cabinet Note preparation
US (IR II)	<ul style="list-style-type: none"> Framing / amendment of Rules Management of RTI Online portal Handling administration of CIC Implementation of RTI Guidelines 	<ul style="list-style-type: none"> Communication Teamwork Analytical Thinking Decision Making Time Management 	<ul style="list-style-type: none"> Digital Fluency Data Analysis Cabinet Note preparation File Management Handling Parliamentary Matters Litigation Management



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US (CRD)	<ul style="list-style-type: none"> • Cadre Review • Policy framing for Cadre Review • Framing of policies for NFSG 	<ul style="list-style-type: none"> • Analytical Skills • Communication • Team management and development • Stakeholder Management 	<ul style="list-style-type: none"> • Public Relations and Communications • Monitoring and evaluation • Digital Fluency • Data Analysis • Cabinet Note preparation • Grievance Redressal • Handling Parliamentary Matters
US (AT)	<ul style="list-style-type: none"> • Appointment of Chairman/ Members • Setting / abolition of Bench of CAT/SATs • Creation/abolition/continuance of Posts • Court Cases Management • Disciplinary proceedings 	<ul style="list-style-type: none"> • Team management and development • Time management • Stress Management • Communication • Analytical Thinking 	<ul style="list-style-type: none"> • Monitoring and evaluation • Digital Fluency • Data Analysis • Cabinet Note preparation • Grievance Redressal • Litigation management
US (CS I)	<ul style="list-style-type: none"> • Recruitment, Promotion, Appointment of CSS cadre officers • APAR Maintenance (Performance Management of CSS cadre officers) • Transfer, Posting & Rotational transfer Policy (CSS Cadre) • Cadre Training of CSS • Framing, amendment and interpretation of CSS Rules and Regulations • Cadre Review of CSS Officers • Encadrement / decadrement of CSS • Cadre Clearance of CSS • Understanding lateral recruitment and PMS 	<ul style="list-style-type: none"> • Stakeholder Management • Team Management & Development • Result Orientation • Time Management • Communication • Influencing & Negotiation 	<ul style="list-style-type: none"> • Handling Parliamentary Matters • Vigilance and Disciplinary Matters • Data Analysis • Digital Fluency • Cabinet Note preparation • Litigation Management • Grievance Redressal • Public Relations and Communications



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US (CS II)	<ul style="list-style-type: none"> Recruitment, Promotion, Appointment of CSSS & CSCS cadre officers APAR Maintenance (Performance Management of CSSS & CSCS cadre officers) Transfer, Posting & Rotational transfer Policy (CSSS Cadre) Cadre Training of CSSS Framing, amendment, and interpretation of CSSS & CSCS Rules and Regulations Cadre Review of CSSS, CSCS Officers Relaxation and creation of posts in the personal staff of ministries Encadrement / decadrement of CSSS, CSCS Cadre Clearance of CSSS, CSCS Understanding lateral recruitment and PMS 	<ul style="list-style-type: none"> Stakeholder Management Team Management & Development Decision Making Result orientation Communication 	<ul style="list-style-type: none"> Data Analysis Digital Fluency Cabinet note preparation Grievance Redressal Handling Parliamentary Matters
US (Welfare)	<ul style="list-style-type: none"> Formulation of Employee Welfare schemes Management of Registered Societies Management of associations Maintenance of buildings through CPWD Policy for Canteens Budget 	<ul style="list-style-type: none"> Time Management Analytical Thinking Team Management & Development Decision Making Communication Influencing & Negotiation 	<ul style="list-style-type: none"> Monitoring and Evaluation Grievance Redressal Digital Fluency Citizen Centricity Public Relations and Communications Data Analysis Cabinet note preparation



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US (CCSCSB)	<ul style="list-style-type: none"> • Formulation of Employee Welfare schemes • Management of Registered Societies • Management of associations • Maintenance of buildings through CPWD • Policy for Canteens 	<ul style="list-style-type: none"> • Innovation and Improvement • Communication • Decision Making • Team Management & Development 	<ul style="list-style-type: none"> • Monitoring and Evaluation • Grievance Redressal • Digital Fluency • Data Analysis • Citizen Centricity • Public Relations and Communications • Financial Management (Budget & PFMS)
US (Admin)	<ul style="list-style-type: none"> • Administration of personnel matters of DoPT employees • Disciplinary cases handling of DoPT officials • Updation of official portals and website 	<ul style="list-style-type: none"> • Team Management & Development • Stress Management • Analytical Thinking • Time Management • Communication 	<ul style="list-style-type: none"> • Contract Management • Handling RTI Matters • Grievance Redressal • Vigilance and Disciplinary Matters • Office Procedure, Noting & Drafting • E-Office & Office Management • Digital Fluency • Data Analysis • Cabinet note preparation
US (Budget and Accounts)	<ul style="list-style-type: none"> • Budget Management • Cash Management and Accounting 	<ul style="list-style-type: none"> • Team Management & Development • Stress Management • Analytical Thinking • Time Management • Communication 	<ul style="list-style-type: none"> • Financial Management (Budget/ PFMS) • Handling Parliamentary Matters • Citizen Centricity • Digital Fluency • Data Analysis • Cabinet note preparation



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US (Coord I)	<ul style="list-style-type: none"> Coordinating within department and other ministries and departments as per the mandate 	<ul style="list-style-type: none"> Team Management & Development Stress Management Analytical Thinking Time Management Communication 	<ul style="list-style-type: none"> Digital Fluency Data Analysis Office Procedure, Noting & Drafting E-Office & Office Management Cabinet note preparation Monitoring & evaluation
US (Coord II)	<ul style="list-style-type: none"> Coordinating within department and other ministries and departments as per the mandate 	<ul style="list-style-type: none"> Team Management & Development Stress Management Analytical Thinking Time Management Communication 	<ul style="list-style-type: none"> Digital Fluency Data Analytics Office Procedure, Noting & Drafting E-Office & Office Management Cabinet note preparation Monitoring & evaluation
US EO (PR)	<ul style="list-style-type: none"> Maintenance of Personnel Records Understanding of 360 degree review process 	<ul style="list-style-type: none"> Communication Decision Making Analytical Thinking Result Orientation Team Management & Development Stress Management Time Management 	<ul style="list-style-type: none"> Digital Fluency Data Analytics Monitoring and Evaluation Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Cabinet note preparation
US EO (MM)	<ul style="list-style-type: none"> Appointments of Middle Management Understanding of 360 degree review process 	<ul style="list-style-type: none"> Communication Decision Making Analytical Thinking Result Orientation Team Management & Development Stress Management Time Management 	<ul style="list-style-type: none"> Digital Fluency Data Analytics Monitoring and Evaluation Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Cabinet note preparation



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US EO (SM)	<ul style="list-style-type: none"> • Appointments of Senior Management under Central Staffing Scheme • Appointments of Senior Management other than Central Staffing Scheme • Empanelment at Senior management level • Understanding of 360 degree review process 	<ul style="list-style-type: none"> • Communication • Decision Making • Analytical Thinking • Result Orientation • Team Management & Development • Stress Management • Time Management 	<ul style="list-style-type: none"> • Digital Fluency • Data Analytics • Monitoring and Evaluation • Office Procedure, Noting & Drafting • Handling Parliamentary Matters • Handling RTI Matters • Cabinet note preparation
US EO (ACC)	<ul style="list-style-type: none"> • Appointments through ACC • Board level appointments in CPSEs/PSBs/FIs/Insurance Companies etc. • Understanding of 360 degree review process 	<ul style="list-style-type: none"> • Communication • Decision Making • Analytical Thinking • Result Orientation • Team Management & Development • Stress Management • Time Management 	<ul style="list-style-type: none"> • Digital Fluency • Data Analytics • Monitoring and Evaluation • Office Procedure, Noting & Drafting • Handling Parliamentary Matters • Handling RTI Matters • Cabinet note preparation
US (Vigilance)	<ul style="list-style-type: none"> • Conduct and Disciplinary matters • Disciplinary proceedings • Vigilance clearance 	<ul style="list-style-type: none"> • Stakeholder Management • Whole of Government Thinking • Influencing & Negotiation • Team Management & Development • Communication • Decision Making 	<ul style="list-style-type: none"> • Govt. policies formulation • Handling Parliamentary Matters • Handling RTI Matters • Digital Fluency • Data Analytics • Litigation Management • E-Office & Office Management



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US (Recruitment)	<ul style="list-style-type: none"> Framing Recruitment Rules Appointment Deputation / Transfer / Commercial 	<ul style="list-style-type: none"> Stakeholder Management Whole of Government Thinking Influencing & Negotiation Team Management & Development Communication Decision Making 	<ul style="list-style-type: none"> Govt. policies formulation Handling Parliamentary Matters Handling RTI Matters Digital Fluency Data Analytics Litigation Management E-Office & Office Management
US (Anti-Corruption Law)	<ul style="list-style-type: none"> Framing and amendment of legislations for anti-corruption 	<ul style="list-style-type: none"> Stakeholder Management Whole of Government Thinking Influencing & Negotiation Team Management & Development Communication Decision Making 	<ul style="list-style-type: none"> Govt. policies formulation Handling Parliamentary Matters Handling RTI Matters Digital Fluency Data Analytics Litigation Management E-Office & Office Management
US (Service)	<ul style="list-style-type: none"> Pay Fixation Seniority List / MACP Training Allowances and Incentives Deputation / Transfer / Commercial Leave Resignation, Retirement, and lien Handling administrative, financial and establishment matters of attached bodies 	<ul style="list-style-type: none"> Stakeholder Management Whole of Government Thinking Influencing & Negotiation Team Management & Development Communication Decision Making 	<ul style="list-style-type: none"> Govt. policies formulation Handling Parliamentary Matters Handling RTI Matters Digital Fluency Data Analytics Litigation Management E-Office & Office Management



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US Personnel Policy (RR)	<ul style="list-style-type: none"> Policy on Recruitment Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Result Orientation Communication Time Management Team Management & Development Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management Data analysis Cabinet note preparation
US Personnel Policy (LE)	<ul style="list-style-type: none"> Policy on Recruitment Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Result Orientation Communication Time Management Team Management & Development Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management Data analysis Cabinet note preparation
US Personnel Policy (L & A)	<ul style="list-style-type: none"> Leave Allowance Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Result Orientation Communication Time Management Team Management & Development Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management Data analysis Cabinet note preparation



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US Personnel Policy (PAY)	<ul style="list-style-type: none"> Pay Fixation MACP Incentives (Part) Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Result Orientation Communication Time Management Team Management & Development Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management
US Personnel Policy (E-I)	<ul style="list-style-type: none"> Seniority/Promotion 	<ul style="list-style-type: none"> Result Orientation Communication Time Management Team Management & Development Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management
US Personnel Policy (E II) (Estt. BI)	<ul style="list-style-type: none"> Administration of Recruitment Agencies Handling Disagreement Cases Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Decision Making Stress Management Whole of Government Thinking Innovation and Improvement Communication Change Management 	<ul style="list-style-type: none"> E-Office & Office Management Handling Parliamentary Matters Vigilance and Disciplinary Matters Litigation Management Cabinet Note Preparation Financial Management (Budget/ PFMS) Digital Fluency



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US (E.II) (A2B2)	<ul style="list-style-type: none"> Performance Management (Annual Performance Appraisal Report (APAR)) Commercial Employment and retirement 	<ul style="list-style-type: none"> Decision Making Stress Management Whole of Government Thinking Innovation and Improvement Communication Change Management 	<ul style="list-style-type: none"> Monitoring and Evaluation Office Procedure, Noting & Drafting Grievance Redressal E-Office & Office Management Digital Fluency Data Analysis Cabinet Note Preparation
US (Personnel Policy)	<ul style="list-style-type: none"> Conduct and Disciplinary Matters Lien LTC FR 56 (J) Cadre Labour Extension in Service Transfer Policies Confirmation of Probation Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Decision Making Stress Management Whole of Government Thinking Innovation and Improvement Communication Change Management 	<ul style="list-style-type: none"> Monitoring and Evaluation Office Procedure, Noting & Drafting Grievance Redressal E-Office & Office Management Cabinet Note Preparation Digital Fluency Data Analysis Handling Parliamentary Matters Handling RTI Matters
US Personnel Policy (Reservation I)	<ul style="list-style-type: none"> Reservation Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Result Orientation Stress Management Learning Agility Communication Team Management and Development Time Management Analytical Thinking 	<ul style="list-style-type: none"> Litigation Management Monitoring Implementation of Policies Monitoring and Evaluation Data Analysis Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
US Personnel Policy (Reservation II & JCA)	<ul style="list-style-type: none"> Reservation Joint Consultative Machinery (JCM) and National Council Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Result Orientation Stress Management Learning Agility Communication Team Management and Development Time Management Analytical Thinking 	<ul style="list-style-type: none"> Citizen Centricity Digital Fluency Data Analysis E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management
US Personnel policy (R&R)	<ul style="list-style-type: none"> Retraining and re-deployment Allocation of state cadre employee after reorganization of states Understanding old and New pension Issues and Economics 	<ul style="list-style-type: none"> Time Management Proactiveness Influencing & Negotiation Communication Innovation and Improvement 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Grievance Redressal Litigation Management



Capacity Building Plan-DoPT

Table 6: Detailed Competencies for SOs

Role	Domain	Behaviour	Functional
SO (TFA)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Managing Schemes of Training Wing Planning & Implementation of Assistant Secretary Program 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication Analytical Thinking Teamwork Stakeholder Management 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Project Management Financial Management (Budget/ PFMS) Digital Fluency Data Analysis E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters
SO (IST/IIPA)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Partnerships with Training Institutions Management of Training Programs and Institutes 	<ul style="list-style-type: none"> Learning Agility Communication Performing with Enthusiasm Time Management Teamwork 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget/ PFMS) Handling Parliamentary Matters Handling RTI Matters E-Office & Office Management Office Procedure, Noting & Drafting
SO (DFFT)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Management of Training Programs and Institutes Partnerships with Training Institutions 	<ul style="list-style-type: none"> Communication Stress Management Teamwork Analytical Thinking Time Management 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Financial Management (Budget/ PFMS) Digital Fluency Handling Parliamentary Matters Handling RTI Matters E-Office & Office Management Office Procedure, Noting & Drafting



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
SO (LTTP)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Partnerships with Training Institutions Management of Training Programs and Institutes 	<ul style="list-style-type: none"> Learning Agility Proactiveness Analytical Skill Teamwork Communication 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Financial Management (Budget/ PFMS) Digital Fluency Handling Parliamentary Matters Handling RTI Matters E-Office & Office Management Office Procedure, Noting & Drafting
SO (Academy)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Management of Training Programs and Institutes Managing Schemes of Training Wing 	<ul style="list-style-type: none"> Communication Result Orientation Time management Teamwork Analytical Thinking 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Financial Management (Budget/ PFMS) Digital Fluency Handling Parliamentary Matters Handling RTI Matters E-Office & Office Management Office Procedure, Noting & Drafting
SO (AT)	<ul style="list-style-type: none"> Appointment of Chairman/ Members Setting / abolition of Bench of CAT/SATs Creation/abolition/continuance of Posts Court Cases Management Disciplinary proceedings 	<ul style="list-style-type: none"> Time management Stress Management Communication Teamwork Analytical Thinking 	<ul style="list-style-type: none"> Monitoring and evaluation Digital Fluency Handling Parliamentary Matters Handling RTI Matters E-Office & Office Management Office Procedure, Noting & Drafting Litigation management



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
SO (IR- I & IR-II)	<ul style="list-style-type: none"> Framing / amendment of Rules Management of RTI Online portal Handling administration of CIC Implementation of RTI Guidelines 	<ul style="list-style-type: none"> Proactiveness Teamwork Communication Learning Agility 	<ul style="list-style-type: none"> Financial Management (Budget/ PFMS) Monitoring and Evaluation Data Analysis Litigation Management Digital Fluency Handling Parliamentary Matters Handling RTI Matters E-Office & Office Management Office Procedure, Noting & Drafting
SO (CRD)	<ul style="list-style-type: none"> Cadre Review Policy framing for Cadre Review Framing of policies for NFSG 	<ul style="list-style-type: none"> Proactiveness Analytical Skill Teamwork Communication 	<ul style="list-style-type: none"> Data Analysis Office Procedure (Noting & Drafting) Handling RTI matters Digital Fluency Handling Parliamentary Matters Handling RTI Matters E-Office & Office Management
SO (CS-I)	<ul style="list-style-type: none"> Recruitment, Promotion, Appointment of CSS cadre officers APAR Maintenance (Performance Management of CSS cadre officers) Transfer, Posting & Rotational transfer Policy (CSS Cadre) Cadre Training of CSS Framing, amendment and interpretation of CSS Rules and Regulation Cadre Review of CSS Officers Encadrement / decadrement of CSS Cadre Clearance of CSS 	<ul style="list-style-type: none"> Result Orientation Teamwork Communication Stress Management 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Litigation Management Office Procedure (Noting & Drafting) Handling Parliamentary Matters Handling RTI Matters



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
SO (CS-II)	<ul style="list-style-type: none"> Recruitment, Promotion, Appointment of CSSS & CSCS cadre officers APAR Maintenance (Performance Management of CSSS & CSCS cadre officers) Transfer, Posting & Rotational transfer Policy (CSSS Cadre) Cadre Training of CSSS Framing, amendment, and interpretation of CSSS & CSCS Rules and Regulations Cadre Review of CSSS, CSCS Officers Relaxation and creation of posts in the personal staff of ministries Encadrement / decadrement of CSSS, CSCS Cadre Clearance of CSSS, CSCS 	<ul style="list-style-type: none"> Teamwork Result Orientation Stress Management Communication 	<ul style="list-style-type: none"> Data Analysis Digital Fluency Vigilance and Disciplinary Matters E-Office & Office Management Office Procedure, Noting & Drafting
SO (Welfare)	<ul style="list-style-type: none"> Formulation of Employee Welfare schemes Management of Registered Societies Management of associations Maintenance of buildings through CPWD Policy for Canteens Budget 	<ul style="list-style-type: none"> Teamwork Stress Management Time Management Proactiveness Communication Learning Agility 	<ul style="list-style-type: none"> Citizen Centricity Financial Management (Budget & PFMS) Data Analysis Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling RTI Matters Grievance Redressal



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
SO (Admin I & IV)	<ul style="list-style-type: none"> Administration of personnel matters of DoPT employees Updation of official portals and website 	<ul style="list-style-type: none"> Stress Management Teamwork Communication Time Management Analytical Thinking 	<ul style="list-style-type: none"> Contract Management E-Office & Office Management Office Procedure, Noting & Drafting Handling RTI Matters Digital Fluency
SO (RTI)	<ul style="list-style-type: none"> Ministerial/ Departmental information dissemination RTI Audit 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Handling RTI Matters Office Procedure, Noting & Drafting Digital Fluency Grievance Redressal
SO (PG)	<ul style="list-style-type: none"> Root cause analysis 	<ul style="list-style-type: none"> Time Management Result Orientation Teamwork Communication 	<ul style="list-style-type: none"> Handling RTI Matters Grievance Redressal Office Procedure, Noting & Drafting Digital Fluency
SO (Vigilance)	<ul style="list-style-type: none"> Disciplinary cases handling of DoPT officials 	<ul style="list-style-type: none"> Teamwork Communication Time management Proactiveness 	<ul style="list-style-type: none"> Vigilance and Disciplinary Matters Handling RTI Matters Office Procedure, Noting & Drafting Digital Fluency Grievance Redressal



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
SO (Cash)	<ul style="list-style-type: none"> Cash Management and Accounting 	<ul style="list-style-type: none"> Result Orientation Stress Management Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Financial Management (Budget/ PFMS) Digital Fluency Data Analytics Office Procedure, Noting & Drafting E-Office & Office Management Handling Parliamentary Matters
SO (Budget & Accounts)	<ul style="list-style-type: none"> Budget Management 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Financial Management (Budget/ PFMS) Digital Fluency Data Analytics Office Procedure, Noting & Drafting E-Office & Office Management
SO (Coord)	<ul style="list-style-type: none"> Coordinating within department and other ministries and departments as per the mandate 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Comment on Cabinet Note Monitoring and Evaluation Litigation Management Office Procedure Noting & Drafting Handling RTI Matters E-Office & Office Management Digital Fluency



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
SO (PR)	<ul style="list-style-type: none"> Maintenance of Personnel Records 	<ul style="list-style-type: none"> Teamwork Time Management Analytical Thinking Proactiveness Communication Result Orientation 	<ul style="list-style-type: none"> E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Digital Fluency Data Analytics
SO (MM)	<ul style="list-style-type: none"> Appointments of Middle Management 	<ul style="list-style-type: none"> Teamwork Time Management Analytical Thinking Proactiveness Communication Result Orientation 	<ul style="list-style-type: none"> E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Digital Fluency Data Analytics
SO(SM)	<ul style="list-style-type: none"> Appointments of Senior Management under Central Staffing Scheme Appointments of Senior Management other than Central Staffing Scheme Empanelment at Senior management level 	<ul style="list-style-type: none"> Teamwork Time Management Analytical Thinking Proactiveness Communication Result Orientation 	<ul style="list-style-type: none"> E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Digital Fluency Data Analytics
SO (ACC)	<ul style="list-style-type: none"> Appointments through ACC Board level appointments in CPSEs/PSBs/FIs/Insurance Companies etc. 	<ul style="list-style-type: none"> Teamwork Communication Time Management Analytical Thinking Proactiveness Result Orientation 	<ul style="list-style-type: none"> E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Digital Fluency Data Analytics



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
SO (Service)	<ul style="list-style-type: none"> • Pay Fixation • Seniority List / MACP • Training • Allowances and Incentives • Deputation / Transfer / Commercial • Leave • Resignation, Retirement, and lien • Handling administrative, financial and establishment matters of attached bodies 	<ul style="list-style-type: none"> • Result Orientation • Learning Agility • Communication • Teamwork • Analytical Thinking 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Digital Fluency • Grievance Redressal • Litigation Management
SO (Recruitment)	<ul style="list-style-type: none"> • Framing Recruitment Rules • Appointment • Deputation / Transfer / Commercial 	<ul style="list-style-type: none"> • Result Orientation • Learning Agility • Communication • Teamwork • Analytical Thinking 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Digital Fluency • Grievance Redressal • Litigation Management
SO (Vigilance)	<ul style="list-style-type: none"> • Conduct and Disciplinary matters • Disciplinary proceedings • Vigilance clearance 	<ul style="list-style-type: none"> • Result Orientation • Learning Agility • Communication • Teamwork • Analytical Thinking 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Digital Fluency • Grievance Redressal • Litigation Management
SO (Anti-Corruption Law)	<ul style="list-style-type: none"> • Framing and amendment of legislations for anti-corruption 	<ul style="list-style-type: none"> • Result Orientation • Learning Agility • Communication • Teamwork • Analytical Thinking 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Digital Fluency • Grievance Redressal • Litigation Management



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
SO Personnel Policy (RR)	<ul style="list-style-type: none"> Policy on Recruitment 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
SO Personnel Policy (LE)	<ul style="list-style-type: none"> Policy on Recruitment 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
SO Personnel Policy (Pay)	<ul style="list-style-type: none"> Pay Fixation MACP Incentives (Part) 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
SO Personnel Policy (Leave)	<ul style="list-style-type: none"> Leave 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management



Capacity Building Plan-DoPT

Role	Domain	Behaviour	Functional
SO Personnel Policy (Allowance)	<ul style="list-style-type: none"> Allowance 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
SO Personnel Policy (E-I)	<ul style="list-style-type: none"> Seniority/Promotion 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
SO Personnel Policy (R&R)	<ul style="list-style-type: none"> Retraining and re-deployment Allocation of state cadre employee after reorganization of states 	<ul style="list-style-type: none"> Result Orientation Stress Management Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency Data Analytics E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters Litigation Management



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Role	Domain	Behaviour	Functional
SO Personnel Policy (JCA)	<ul style="list-style-type: none"> Joint Consultative Machinery (JCM) and National Council 	<ul style="list-style-type: none"> Result Orientation Stress Management Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Citizen Centricity Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
SO Personnel Policy (Estt.)	<ul style="list-style-type: none"> Conduct and Disciplinary Matters Lien LTC FR 56 (J) Cadre Labour Extension in Service Transfer Policies Confirmation of Probation 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Vigilance and Disciplinary Matters Litigation Management Financial Management (Budget/ PFMS) Digital Fluency
SO Personnel Policy (E II) (Estt. B1)	<ul style="list-style-type: none"> Administration of Recruitment Agencies Handling Disagreement Cases 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Vigilance and Disciplinary Matters Litigation Management Cabinet Note Preparation Financial Management (Budget/ PFMS) Digital Fluency



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Role	Domain	Behaviour	Functional
SO Personnel Policy (E II) (A2B2)	<ul style="list-style-type: none"> Performance Management (Annual Performance Appraisal Report (APAR)) Commercial Employment and retirement 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Monitoring and Evaluation Office Procedure, Noting & Drafting Grievance Redressal E-Office & Office Management Digital Fluency

Table 7: Detailed Competencies for ASOs

Role	Domain	Behaviour	Functional
ASO (Mission Karmayogi, e-HRMS)	<ul style="list-style-type: none"> Emerging Technologies in Capacity Building Partnerships with Training Institutions 	<ul style="list-style-type: none"> Result Orientation Stress Management Communication Proactiveness Teamwork 	<ul style="list-style-type: none"> Contract Management e-Office and office management Office Procedure, Noting and Drafting Handling RTI matters Digital fluency
ASO (iGOT 3, iGOT 4)	<ul style="list-style-type: none"> Multilateral Funding Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Emerging Technologies in Capacity Building 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication Teamwork Analytical Thinking 	<ul style="list-style-type: none"> Project Management Contract Management Public Procurement Financial Management (Budget/ PFMS) E-Office & Office Management Office Procedure, Noting & Drafting Digital fluency



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Role	Domain	Behaviour	Functional
ASO (IST/IIPA)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Partnerships with Training Institutions Management of Training Programs and Institutes 	<ul style="list-style-type: none"> Analytical Thinking Time management Communication Teamwork 	<ul style="list-style-type: none"> Financial Management (Budget/ PFMS) E-Office & Office Management Digital fluency Office Procedure, Noting & Drafting
ASO (LTTP)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Partnerships with Training Institutions Management of Training Programs and Institutes 	<ul style="list-style-type: none"> Time Management Teamwork Learning Agility Analytical Thinking Communication 	<ul style="list-style-type: none"> Digital Fluency Financial Management (Budget/ PFMS) Office Procedure, Noting & Drafting E-Office & Office Management
ASO (DFFT)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Management of Training Programs and Institutes Partnerships with Training Institutions 	<ul style="list-style-type: none"> Communication Stress Management Teamwork Time Management 	<ul style="list-style-type: none"> Contract Management Digital Fluency Financial Management (Budget/ PFMS) Office Procedure, Noting & Drafting
ASO (TFA)	<ul style="list-style-type: none"> Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes Managing Schemes of Training Wing Planning & Implementation of Assistant Secretary Program 	<ul style="list-style-type: none"> Result Orientation Learning Agility Teamwork Communication Analytical Thinking Stakeholder Management 	<ul style="list-style-type: none"> Government Program Formulation & Implementation Project Management Financial Management (Budget/ PFMS) Digital Fluency Data Analytics E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters



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Role	Domain	Behaviour	Functional
ASO (CRD)	<ul style="list-style-type: none"> • Cadre Review • Policy framing for Cadre Review • Framing of policies for NFSG 	<ul style="list-style-type: none"> • Result orientation • Learning agility • Teamwork • Analytical Thinking • Communication 	<ul style="list-style-type: none"> • Digital Fluency • Data Analytics • Grievance Redressal • Handling RTI Matters • Office Procedure, Noting & Drafting
ASO (CS-I)	<ul style="list-style-type: none"> • Recruitment, Promotion, Appointment of CSS cadre officers • APAR Maintenance (Performance Management of CSS cadre officers) • Transfer, Posting & Rotational transfer Policy (CSS Cadre) • Cadre Training of CSS • Framing, amendment and interpretation of CSS Rules and Regulations • Cadre Review of CSS Officers • Encadrement / decadrement of CSS • Cadre Clearance of CSS 	<ul style="list-style-type: none"> • Learning Agility • Communication • Teamwork • Time Management • Analytical Thinking 	<ul style="list-style-type: none"> • Data Analytics • Digital fluency • E-Office & Office Management • Office Procedure, Noting & Drafting
ASO (CS-II)	<ul style="list-style-type: none"> • Recruitment, Promotion, Appointment of CSSS & CSCS cadre officers • APAR Maintenance (Performance Management of CSSS & CSCS cadre officers) • Transfer, Posting & Rotational transfer Policy (CSSS Cadre) • Cadre Training of CSSS • Framing, amendment, and interpretation of CSSS & CSCS Rules and Regulations • Cadre Review of CSSS, CSCS Officers • Relaxation and creation of posts in the personal staff of ministries • Encadrement / decadrement of CSSS, CSCS 	<ul style="list-style-type: none"> • Learning Agility • Communication • Analytical Thinking • Result Orientation 	<ul style="list-style-type: none"> • Data Analytics • Digital fluency • E-Office & Office Management • Office Procedure, Noting & Drafting



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Role	Domain	Behaviour	Functional
	<ul style="list-style-type: none"> Cadre Clearance of CSSS, CSCS 		
ASO (Welfare)	<ul style="list-style-type: none"> Formulation of Employee Welfare schemes Management of Registered Societies Management of associations Maintenance of buildings through CPWD Policy for Canteens Budget 	<ul style="list-style-type: none"> Learning Agility Proactiveness Analytical Thinking Time Management Team work Communication 	<ul style="list-style-type: none"> Grievance Redressal Data Analysis Digital fluency e-Office and Office Management Office Procedure, Noting & Drafting Public procurement Vigilance and Disciplinary matters
ASO (Admin I & IV)	<ul style="list-style-type: none"> Administration of personnel matters of DoPT employees Updation of official portals and website 	<ul style="list-style-type: none"> Communication Teamwork Time Management Proactiveness 	<ul style="list-style-type: none"> Data Analysis Digital fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling RTI Matters Litigation Management
ASO (Coord)	<ul style="list-style-type: none"> Coordinating within department and other ministries and departments as per the mandate 	<ul style="list-style-type: none"> Communication Stress Management Teamwork Time Management 	<ul style="list-style-type: none"> Comment on Cabinet Note Monitoring and Evaluation Litigation Management Office Procedure Noting & Drafting E-Office & Office Management Handling RTI Matters Digital fluency
ASO (CASH)	<ul style="list-style-type: none"> Cash Management and Accounting 	<ul style="list-style-type: none"> Result Orientation Stress Management Learning Agility 	<ul style="list-style-type: none"> Financial Management (Budget/ PFMS) Digital Fluency Data Analysis



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Role	Domain	Behaviour	Functional
		<ul style="list-style-type: none"> • Communication • Teamwork • Time Management • Analytical Thinking • Proactiveness 	<ul style="list-style-type: none"> • Office Procedure, Noting & Drafting • E-Office & Office Management
ASO (Budget & Accounts)	<ul style="list-style-type: none"> • Budget Management 	<ul style="list-style-type: none"> • Result Orientation • Stress Management • Learning Agility • Communication • Teamwork • Time Management • Analytical Thinking • Proactiveness 	<ul style="list-style-type: none"> • Financial Management (Budget/ PFMS) • Digital Fluency • Data Analytics • Office Procedure, Noting & Drafting • E-Office & Office Management
ASO (PR)	<ul style="list-style-type: none"> • Maintenance of Personnel Records 	<ul style="list-style-type: none"> • Teamwork • Communication • Time Management • Analytical Thinking • Proactiveness • Result Orientation 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Handling Parliamentary Matters • Handling RTI Matters • Digital Fluency • Data Analytics
ASO (MM)	<ul style="list-style-type: none"> • Appointments of Middle Management 	<ul style="list-style-type: none"> • Teamwork • Communication • Time Management • Analytical Thinking • Proactiveness • Result Orientation 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Handling Parliamentary Matters • Handling RTI Matters • Digital Fluency • Data Analytics



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Role	Domain	Behaviour	Functional
ASO (SM)	<ul style="list-style-type: none"> • Appointments of Senior Management under Central Staffing Scheme • Appointments of Senior Management other than Central Staffing Scheme • Empanelment at Senior management level 	<ul style="list-style-type: none"> • Teamwork • Communication • Time Management • Analytical Thinking • Proactiveness • Result Orientation 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Handling Parliamentary Matters • Handling RTI Matters • Digital Fluency • Data Analytics
ASO (ACC)	<ul style="list-style-type: none"> • Appointments through ACC • Board level appointments in CPSEs/PSBs/FIs/Insurance Companies etc. 	<ul style="list-style-type: none"> • Communication • Teamwork • Time Management • Analytical Thinking • Proactiveness • Result Orientation 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Handling Parliamentary Matters • Handling RTI Matters • Digital Fluency • Data Analytics
ASO (Service)	<ul style="list-style-type: none"> • Pay Fixation • Seniority List / MACP • Training • Allowances and Incentives • Deputation / Transfer / Commercial • Leave • Resignation, Retirement, and lien • Handling administrative, financial and establishment matters of attached bodies 	<ul style="list-style-type: none"> • Result Orientation • Learning Agility • Communication • Teamwork • Analytical Thinking 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Digital Fluency • Grievance Redressal • Litigation Management
ASO (Recruitment)	<ul style="list-style-type: none"> • Framing Recruitment Rules • Appointment • Deputation / Transfer / Commercial 	<ul style="list-style-type: none"> • Result Orientation • Learning Agility • Communication • Teamwork • Analytical Thinking 	<ul style="list-style-type: none"> • E-Office & Office Management • Office Procedure, Noting & Drafting • Digital Fluency • Grievance Redressal • Litigation Management



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Role	Domain	Behaviour	Functional
ASO (Vigilance)	<ul style="list-style-type: none"> Conduct and Disciplinary matters Disciplinary proceedings Vigilance clearance 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication] Teamwork Analytical Thinking 	<ul style="list-style-type: none"> E-Office & Office Management Office Procedure, Noting & Drafting Digital Fluency Grievance Redressal Litigation Management
ASO (Anti-Corruption Law)	<ul style="list-style-type: none"> Framing and amendment of legislations for anti-corruption 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication] Teamwork Analytical Thinking 	<ul style="list-style-type: none"> E-Office & Office Management Office Procedure, Noting & Drafting Digital Fluency Grievance Redressal Litigation Management
ASO Personnel Policy (RR)	<ul style="list-style-type: none"> Policy on Recruitment 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
ASO Personnel Policy (LE)	<ul style="list-style-type: none"> Policy on Recruitment 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
ASO Personnel Policy (Pay)	<ul style="list-style-type: none"> Pay Fixation MACP Incentives (Part) 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal



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Role	Domain	Behaviour	Functional
			<ul style="list-style-type: none"> Litigation Management
ASO Personnel Policy (Leave)	<ul style="list-style-type: none"> Leave 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
ASO Personnel Policy (Allowance)	<ul style="list-style-type: none"> Allowance 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
ASO Personnel Policy (E-I)	<ul style="list-style-type: none"> Seniority/Promotion 	<ul style="list-style-type: none"> Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Grievance Redressal Litigation Management
ASO Personnel Policy (R&R)	<ul style="list-style-type: none"> Retraining and re-deployment Allocation of state cadre employee after reorganization of states 	<ul style="list-style-type: none"> Result Orientation Stress Management Learning Agility Communication Teamwork 	<ul style="list-style-type: none"> Digital Fluency E-Office & Office Management Office Procedure, Noting & Drafting Handling Parliamentary Matters Handling RTI Matters



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Role	Domain	Behaviour	Functional
		<ul style="list-style-type: none"> • Time Management • Analytical Thinking • Proactiveness 	<ul style="list-style-type: none"> • Litigation Management
ASO Personnel Policy (JCA)	<ul style="list-style-type: none"> • Joint Consultative Machinery (JCM) and National Council 	<ul style="list-style-type: none"> • Result Orientation • Stress Management • Learning Agility • Communication • Teamwork • Time Management • Analytical Thinking • Proactiveness 	<ul style="list-style-type: none"> • Citizen Centricity • Digital Fluency • E-Office & Office Management • Office Procedure, Noting & Drafting • Handling Parliamentary Matters • Grievance Redressal • Litigation Management
ASO Personnel Policy (Estt.)	<ul style="list-style-type: none"> • Conduct and Disciplinary Matters • Lien • LTC • FR 56 (J) • Cadre Labour Extension in Service • Transfer Policies • Confirmation of Probation 	<ul style="list-style-type: none"> • Result Orientation • Learning Agility • Communication • Teamwork • Time Management • Analytical Thinking • Proactiveness 	<ul style="list-style-type: none"> • E-Office & Office Management • Handling Parliamentary Matters • Financial Management (Budget/ PFMS) • Digital Fluency • Office Procedure, Noting & Drafting
ASO Personnel Policy (E II) (Estt. B1)	<ul style="list-style-type: none"> • Administration of Recruitment Agencies • Handling Disagreement Cases 	<ul style="list-style-type: none"> • Result Orientation • Learning Agility • Communication • Teamwork • Time Management • Analytical Thinking • Proactiveness 	<ul style="list-style-type: none"> • Office Procedure, Noting & Drafting • E-Office & Office Management • Handling Parliamentary Matters • Vigilance and Disciplinary Matters • Litigation Management • Cabinet Note Preparation • Financial Management (Budget/ PFMS) • Digital Fluency



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Role	Domain	Behaviour	Functional
ASO Personnel Policy (E II) (A2B2)	<ul style="list-style-type: none"> Performance Management (Annual Performance Appraisal Report (APAR)) Commercial Employment and retirement 	<ul style="list-style-type: none"> Result Orientation Learning Agility Communication Teamwork Time Management Analytical Thinking Proactiveness 	<ul style="list-style-type: none"> Office Procedure, Noting & Drafting Grievance Redressal E-Office & Office Management Digital Fluency Handling Parliamentary Matters

Considering the nature of responsibilities, a wing/ section agnostic, behavioural and functional competency identification has also been done for positions in CSSS cadre. The following table details out the competencies identified for positions in CSSS cadre.

Role	Behaviour	Functional
Private Secretary	<ul style="list-style-type: none"> Communication Stress Management Learning Agility Result Orientation Collaboration Analytical Skill 	<ul style="list-style-type: none"> Digital Fluency Office Management Handling RTI Matters Data Analysis
Principal Private Secretary	<ul style="list-style-type: none"> Communication Stress Management Learning Agility Result Orientation Collaboration Decision Making 	<ul style="list-style-type: none"> Digital Fluency Office Management Handling RTI Matters Data Analysis



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	<ul style="list-style-type: none"> Analytical Skill 	
Steno Grade D	<ul style="list-style-type: none"> Communication Stress Management Learning Agility Proactiveness Collaboration Analytical Skill 	<ul style="list-style-type: none"> Digital Fluency Office Management Handling RTI Matters Data Analysis
Personal Assistant	<ul style="list-style-type: none"> Communication Stress Management Learning Agility Collaboration Analytical Skill Proactiveness 	<ul style="list-style-type: none"> Digital Fluency Office Management Handling RTI Matters Data Analysis
Principal Staff Officer	<ul style="list-style-type: none"> Communication Stress Management Learning Agility Result Orientation Collaboration Team Management & Development Decision Making Analytical Skill 	<ul style="list-style-type: none"> Digital Fluency Office Management Handling RTI Matters Data Analysis Financial Management
Senior Principal Private Secretary	<ul style="list-style-type: none"> Communication Stress Management Learning Agility Result Orientation Collaboration Decision Making 	<ul style="list-style-type: none"> Digital Fluency Office Management Handling RTI Matters Data Analysis



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	<ul style="list-style-type: none"> Analytical Skill 	
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4.4 Heatmap for domain, functional and behavioural competencies

In section 4.3, competency need across domain, functional and behavioural areas for each unique position across the organization have been detailed out. To understand the training interventions based on these identified competency needs across the organization the following heat maps have been plotted.

Table 8: Heat map for trainings on domain competencies for Training wing

Position	Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes	Partnerships with Training Institutions	Karmayogi Bharat guidelines	Management of Training Programs	Managing Schemes of Training Wing	Emerging Technologies in Capacity Building	Planning & Implementation of Assistant Secretary Program	Multilateral Funding	Formulation and implementation of National Training Policy	Formulation and Implementation of Training for All (Central Sector Scheme)
JS (Training)			✓		✓	✓			✓	
DS-Training (Mission Karmayogi, e-HRMS)		✓	✓			✓				
Director Training (ISTM, Budget, AIS, CBC, Admin, Asst. Secy program)	✓		✓		✓	✓	✓	✓		



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Position	Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes	Partnerships with Training Institutions	Karmayogi Bharat guidelines	Management of Training Programs	Managing Schemes of Training Wing	Emerging Technologies in Capacity Building	Planning & Implementation of Assistant Secretary Program	Multilateral Funding	Formulation and implementation of National Training Policy	Formulation and Implementation of Training for All (Central Sector Scheme)
DS – Training (TFA, NTP, Coordination)		✓	✓		✓				✓	✓
DS –Training (Academy, DFFT, LTTP, IST/IIPA)	✓	✓	✓	✓	✓					
Director - Training (iGOT)		✓	✓			✓				
US Training (e-HRMS, iGOT)		✓	✓			✓				
US Training (ISTM, Budget, Asst. Secy, CBC, Admin)	✓		✓	✓			✓			
US Training (iGOT, CBC,)		✓	✓			✓		✓		
US Training (TFA)	✓		✓		✓		✓			
US Training (Academy, DFFT, LTTP, IST/IIPA)			✓	✓						
SO(TFA)	✓				✓		✓			



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Position	Managing administrative, budget, infrastructural and financial matters of DoPT Training Institutes	Partnerships with Training Institutions	Karmayogi Bharat guidelines	Management of Training Programs	Managing Schemes of Training Wing	Emerging Technologies in Capacity Building	Planning & Implementation of Assistant Secretary Program	Multilateral Funding	Formulation and implementation of National Training Policy	Formulation and Implementation of Training for All (Central Sector Scheme)
SO (IST/IIPA)	✓	✓		✓						
SO (LTTP)	✓	✓		✓						
SO (Academy)	✓			✓	✓					
SO (DFFT)	✓	✓		✓						
ASO (Mission Karmayogi, e-HRMS)		✓				✓				
ASO (iGOT 3, iGOT 4)	✓					✓		✓		
ASO (IST/IIPA)	✓	✓		✓						
ASO (LTTP)	✓	✓		✓						
ASO (DFFT)	✓	✓		✓						
ASO (TFA)	✓				✓		✓			
Total	14	13	11	10	8	8	5	3	2	1



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Table 9: Heat map for trainings on domain competencies for Personnel Policy wing

Position	Understanding old and New pension Issues and Economics	Policy on Recruitment	Performance Management (APAR))	Reservation	Seniority / Promotion	JCM and National Council	Pay Fixation	MAC P	Administration of Recruitment Agencies	Leaves	Allowances and Incentives	Retraining and re-deployment	Incentives	Commercial Employment and retirement
AS (Personnel Policy)	✓	✓		✓	✓	✓								
DS (E-II)	✓		✓						✓					✓
DS (JCA & Reservation II)	✓			✓		✓								
DS (Reservation)	✓			✓										
Director (R&R)	✓											✓		
Director (RR)	✓	✓												
Director (Leave & Allowance)	✓									✓	✓			



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Position	Understanding old and New pension Issues and Economics	Policy on Recruitment	Performance Management (APAR))	Reservation	Seniority / Promotion	JCM and National Council	Pay Fixation	MAC P	Administration of Recruitment Agencies	Leaves	Allowances and Incentives	Retraining and re-deployment	Incentives	Commercial Employment and retirement
Director – (Pay)	✓						✓	✓					✓	
Director (LE)	✓	✓												
DS (E-I)	✓				✓									
US (RR)	✓	✓												
US (LE)	✓	✓												
US (L & A)	✓									✓	✓			
US (PAY)	✓						✓	✓					✓	
US (E-I)	✓				✓									
US (E II) (Estt. BI)	✓								✓ ①					
US (E.II) (A2B2)	✓		✓											✓



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Position	Understanding old and New pension Issues and Economics	Policy on Recruitment	Performance Management (APAR))	Reservation	Seniority / Promotion	JCM and National Council	Pay Fixation	MAC P	Administration of Recruitment Agencies	Leaves	Allowances and Incentives	Retraining and re-deployment	Incentives	Commercial Employment and retirement
US (Personnel Policy)	✓													
US (Reservation I)	✓			✓										
US (Reservation II & JCA)	✓			✓		✓								
US (R&R)	✓											✓		
SO (RR)		✓												
SO (LE)		✓												
SO (Pay)							✓	✓					✓	
SO (Leave)										✓				
SO (Allowance)											✓			



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Position	Understanding old and New pension Issues and Economics	Policy on Recruitment	Performance Management (APAR)	Reservation	Seniority / Promotion	JCM and National Council	Pay Fixation	MAC P	Administration of Recruitment Agencies	Leaves	Allowances and Incentives	Retraining and re-deployment	Incentives	Commercial Employment and retirement
SO (E-I)					✓									
SO (R&R)												✓		
SO (JCA)						✓								
SO (Personnel Policy)			✓											
SO (E II) (Estt. B1)									✓					
SO (E II) (A2B2)			✓											✓
ASO (RR)		✓												
ASO (LE)		✓												
ASO (Pay)							✓	✓					✓	
ASO (Leave)										✓				



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Position	Understanding old and New pension Issues and Economics	Policy on Recruitment	Performance Management (APAR)	Reservation	Seniority / Promotion	JCM and National Council	Pay Fixation	MAC P	Administration of Recruitment Agencies	Leaves	Allowances and Incentives	Retraining and re-deployment	Incentives	Commercial Employment and retirement
ASO (Allowance)											✓			
ASO (E-I)					✓									
ASO (R&R)												✓		
ASO (JCA)						✓								
ASO (Estt.)														
ASO (E II) (Estt. B1)									✓					
ASO (E II) (A2B2)			✓											✓
Total	21	9	5	5	5	5	4	4	4	4	4	4	4	4



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Table 10: Heat map for trainings on domain competencies for Establishment Officer wing

Position	Understanding of 360 degree review process	Appointments of Senior Management under Central Staffing Scheme	Appointments of Middle Management	Empanelment at senior management level	Board level appointments in CPSEs/PSBs/Fis	Appointments of Senior Management other than Central Staffing Scheme	Maintenance of Personnel Records	Appointments through ACC
EO & AS (Establishment Officer)	✓	✓	✓	✓	✓			
Director- EO (ACC)	✓				✓			✓
Director- EO (SM)	✓	✓		✓		✓		
DS/Dir. EO (PR)	✓						✓	
Director- EO (Middle Management MM)	✓		✓					
US EO (PR)	✓						✓	
US EO (MM)	✓		✓					
US EO (SM)	✓	✓		✓		✓		
US EO (ACC)	✓				✓			✓



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Position	Understanding of 360 degree review process	Appointments of Senior Management under Central Staffing Scheme	Appointments of Middle Management	Empanelment at senior management level	Board level appointments in CPSEs/PSBs/Fis	Appointments of Senior Management other than Central Staffing Scheme	Maintenance of Personnel Records	Appointments through ACC
SO (PR)							✓	
SO (MM)			✓					
SO(SM)		✓		✓		✓		
SO (ACC)					✓			✓
ASO (PR)							✓	
ASO (MM)			✓					
ASO (SM)		✓		✓		✓		
ASO (ACC)					✓			✓
Total	9	5	5	5	5	4	4	4



Capacity Building Plan-DoPT

Table 11: Heat map for trainings on domain competencies for Service and Vigilance wing

Position	Deputation / Transfer / Commercial employment	Appointment	Seniority List / MACP	Pay Fixation	Training	Allowances and Incentives	Resignation, Retirement, and lien	Leave	Conduct and Disciplinary matters	Disciplinary proceedings	Vigilance clearance	Framing Recruitment Rules	Handling administrative, financial and establishment matters of attached bodies
AS (Service & Vigilance)		✓										✓	
Director SV (Service)	✓		✓	✓	✓	✓	✓	✓					✓
DS/Dir. SV (Recruitment)	✓	✓										✓	
DS/Dir. SV (Vigilance)									✓	✓	✓		
US (Vigilance)									✓	✓	✓		
US (Recruitment)	✓	✓										✓	
US (Anti-Corruption Law)													
US (Service)	✓		✓	✓	✓	✓	✓	✓					✓
SO (Service)	✓		✓	✓	✓	✓	✓	✓					✓



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Position	Deputation / Transfer / Commercial employment	Appointment	Seniority List / MACP	Pay Fixation	Training	Allowances and Incentives	Resignation, Retirement, and lien	Leave	Conduct and Disciplinary matters	Disciplinary proceedings	Vigilance clearance	Framing Recruitment Rules	Handling administrative, financial and establishment matters of attached bodies
SO (Recruitment)	✓	✓										✓	
SO (Vigilance)									✓	✓	✓		
SO (Anti-Corruption Law)													
ASO (Service)	✓		✓	✓	✓	✓	✓	✓					✓
ASO (Recruitment)	✓	✓										✓	
ASO (Vigilance)									✓	✓	✓		
ASO (Anti-Corruption Law)													
Total	8	4	4	4	4	4	4	4	4	4	4	4	4



Capacity Building Plan-DoPT

Table 12: Heat map for trainings on domain competencies for Administration wing

Position	Budget Management	Formulation of Employee Welfare schemes	Management of associations	Maintenance of buildings through CPWD	Administration of personnel matters of DoPT employees	Policy for Canteens	Management of Registered Societies	coordinating within department	Cash Management and Accounting	Updation of official portals and website	Disciplinary cases handling of DoPT officials
JS (Admin)		✓			✓						
Director (Admin)	✓				✓				✓		✓
Director (Welfare)	✓	✓	✓	✓		✓	✓				
DS (Coord)								✓			
US (Admin)					✓					✓	✓
US B&A	✓								✓		
US (Welfare)	✓	✓	✓	✓		✓	✓				
US CCSCSB		✓	✓	✓		✓	✓				
US (Coord I)								✓			
US (Coord II)								✓			
SO (Welfare)	✓	✓	✓	✓		✓	✓				



Capacity Building Plan-DoPT

Position	Budget Management	Formulation of Employee Welfare schemes	Management of associations	Maintenance of buildings through CPWD	Administration of personnel matters of DoPT employees	Policy for Canteens	Management of Registered Societies	coordinating within department	Cash Management and Accounting	Updation of official portals and website	Disciplinary cases handling of DoPT officials
SO (Admin I & IV)					✓					✓	
SO (RTI)											
SO (PG)											
SO (Vigilance)											✓
SO (Cash)	✓										
SO (Budget & Accounts)	✓										
SO (Coord)								✓			
ASO (Welfare)	✓	✓	✓	✓		✓	✓				
ASO (Admin I & IV)					✓					✓	
ASO (Coord)								✓			
ASO (CASH)									✓		
ASO (Budget & Accounts)									✓		



Capacity Building Plan-DoPT

Position	Budget Management	Formulation of Employee Welfare schemes	Management of associations	Maintenance of buildings through CPWD	Administration of personnel matters of DoPT employees	Policy for Canteens	Management of Registered Societies	coordinating within department	Cash Management and Accounting	Updation of official portals and website	Disciplinary cases handling of DoPT officials
Total	8	6	5	5	5	5	5	5	4	3	3



Capacity Building Plan-DoPT

Table 13: Heat map for trainings on domain competencies for AT, CRD & IR wing

Position	Framing / amendment of Rules	Policy framing for Cadre Review	Framing of policies for NFSG	Appointment of Chairman/ Members	Handling administration of CIC	Implementation of RTI Guidelines	Management of RTI Online portal	Cadre Review	Setting / abolition of Bench of CAT/SATs	Creation/abolition/continuance of Posts
AS (IR, CRD & AT)	✓	✓	✓	✓						
Director (IR)	✓				✓	✓	✓			
DS (CRD)		✓	✓					✓		
DS (AT)				✓					✓	✓
US (IR 1)	✓				✓	✓	✓			
US (IR II)	✓				✓	✓	✓			
US (CRD)		✓	✓					✓		
US (AT)				✓					✓	✓
SO (AT)				✓					✓	✓
SO (IR- I & IR-II)	✓				✓	✓	✓			
SO (CRD)		✓	✓					✓		
ASO (CRD)		✓	✓					✓		
Total	5	5	5	4	4	4	4	4	3	3



Capacity Building Plan-DoPT

Table 14: Heat map for trainings on domain competencies for CS wing

Position	Encadrement / decadrement of CSS, CSSS, CSCS posts	Cadre Clearance of CSS/CSSS/CSCS officers	Understanding lateral recruitment and PMS	Appointment of CSS cadre officers	Performance Management of CSS cadre officers	Rotational transfer of Central Secretariat Services officers	Cadre Training of Central Secretariat Services officers	Framing, amendment and interpretation of CSS Rules and Regulations	Appointment of CSSS/CSCS cadre officers	Performance Management of CSSS/ CSCS cadre officers	Rotational transfer of CSSS/CSCS officers	Cadre Training of CSSS/CSCS officers	Framing, amendment and interpretation of CSSS/CSCS Rules and Regulations
JS (CS)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Director (CS I)	✓	✓	✓	✓	✓	✓	✓	✓					
DS (CS II)	✓	✓	✓						✓	✓	✓	✓	✓
US (CS I)	✓	✓	✓	✓	✓	✓	✓	✓					
US (CS II)	✓	✓	✓						✓	✓	✓	✓	✓
SO CS I	✓	✓		✓	✓	✓	✓	✓					
SO (CS-II)	✓	✓							✓	✓	✓	✓	✓
ASO (CS-I)	✓	✓		✓	✓	✓	✓	✓					



Capacity Building Plan-DoPT

Position	Encadrement / decadrement of CSS, CSSS, CSCS posts	Cadre Clearance of CSS/CSSS/CS CS officers	Understanding lateral recruitment and PMS	Appointment of CSS cadre officers	Performance Management of CSS cadre officers	Rotational transfer of Central Secretariat Services officers	Cadre Training of Central Secretariat Services officers	Framing, amendment and interpretation of CSS Rules and Regulations	Appointment of CSSS/CSCS cadre officers	Performance Management of CSSS/ CSCS cadre officers	Rotational transfer of CSSS/CS CS officers	Cadre Training of CSSS/CS CS officers	Framing, amendment and interpretation of CSSS/CSCS Rules and Regulations
ASO (CS-II)	✓	✓							✓	✓	✓	✓	✓
Total	9	9	5	5	5	5	5	5	5	5	5	5	5

Table 15: Heat map for trainings on functional competencies for AS-JS

Position	Data Analytics	Monitoring and Evaluation	Public Relations and Communications	Government Program Formulation & Implementation	Citizen Centricity	Digital Fluency	Project Management	Vigilance and Disciplinary Matters
EO & AS (Establishment Officer)	✓	✓	✓	✓	✓			
AS (Personnel Policy)	✓	✓	✓	✓	✓			
AS (IR, CRD & AT)	✓	✓	✓	✓	✓			
JS (Training)	✓	✓	✓	✓		✓	✓	



Capacity Building Plan-DoPT

Position	Data Analytics	Monitoring and Evaluation	Public Relations and Communications	Government Program Formulation & Implementation	Citizen Centricity	Digital Fluency	Project Management	Vigilance and Disciplinary Matters
JS (CS)	✓	✓	✓	✓	✓			
JS (Admin)	✓	✓	✓	✓	✓			
AS (Service & Vigilance)	✓	✓	✓		✓			✓
Total	7	7	7	6	6	1	1	1

Table 16: Heat map for trainings on functional competencies for Dir.-DS

Position	Digital Fluency	Data Analytics	Monitoring and Evaluation	Grievance Redressal	Litigation Management	Handling Parliamentary Matters	E-Office & office Management	Government Program Formulation & Implementation	Public Relations and Communications	Office procedure, Noting & Drafting	Handling RTI Matters
DS-Training (Mission Karmayogi, e-HRMS)	✓	✓	✓					✓	.	.	.
Director Training (ISTM, Budget, AIS, CBC, Admin, Asst. Secy program)	✓	✓	✓							✓	



Capacity Building Plan-DoPT

Position	Digital Fluency	Data Analytics	Monitoring and Evaluation	Grievance Redressal	Litigation Management	Handling Parliamentary Matters	E-Office & office Management	Government Program Formulation & Implementation	Public Relations and Communications	Office procedure, Noting & Drafting	Handling RTI Matters
DS – Training (TFA, NTP, Coordination)	✓	✓	✓					✓			
DS –Training (Academy, DFFT, LTTP, IST/IIPA)	✓	✓	✓					✓	✓		
Director - Training (iGOT)	✓	✓		✓				✓			
Director (IR)	✓	✓	✓	✓				✓			
DS (CRD)	✓	✓	✓						✓		
DS (AT)	✓	✓	✓		✓						
Director (CS I)	✓	✓	✓		✓				✓		
DS (CS II)	✓	✓	✓	✓					✓		
Director (Admin)	✓	✓	✓	✓					✓		
Director (Welfare)	✓	✓	✓	✓					✓		
DS (Coord)	✓	✓	✓	✓					✓		



Capacity Building Plan-DoPT

Position	Digital Fluency	Data Analytics	Monitoring and Evaluation	Grievance Redressal	Litigation Management	Handling Parliamentary Matters	E-Office & office Management	Government Program Formulation & Implementation	Public Relations and Communications	Office procedure, Noting & Drafting	Handling RTI Matters
Director- EO (Appointments Committee of the Cabinet)	✓	✓	✓			✓					
Director- EO (Service Matters SM)	✓	✓	✓			✓					
DS/Dir. EO (PR)	✓	✓	✓			✓					
Director- EO (Middle Management MM)	✓	✓	✓			✓					
DS Personnel Policy (E-II)	✓	✓		✓	✓			✓			
DS – Personnel Policy (JCA & Reservation II)	✓	✓		✓	✓			✓			
DS – Personnel Policy (Reservation)	✓	✓	✓	✓	✓						
Director Personnel Policy (R&R)	✓	✓		✓	✓						



Capacity Building Plan-DoPT

Position	Digital Fluency	Data Analytics	Monitoring and Evaluation	Grievance Redressal	Litigation Management	Handling Parliamentary Matters	E-Office & office Management	Government Program Formulation & Implementation	Public Relations and Communications	Office procedure, Noting & Drafting	Handling RTI Matters
Director – Personnel Policy (RR)	✓	✓		✓	✓	✓	✓			✓	✓
Director – Personnel Policy (Leave & Allowance)	✓	✓		✓	✓	✓	✓			✓	✓
Director – Personnel Policy (Pay)	✓	✓		✓	✓	✓	✓			✓	✓
Director Personnel Policy (LE)	✓	✓		✓	✓	✓	✓			✓	✓
DS Personnel Policy (E-I)	✓	✓		✓	✓	✓	✓			✓	✓
Director SV (Service)	✓	✓	✓	✓	✓		✓				
DS/Dir. SV (Recruitment)	✓	✓	✓	✓	✓		✓				
DS/Dir. SV (Vigilance)	✓	✓	✓	✓	✓		✓				
Total	29	29	20	18	14	9	8	7	7	6	5



Capacity Building Plan-DoPT

Table 17: Heat map for trainings on functional competencies for US

Position	Digital Fluency	Data Analytics	Cabinet Note Preparation	Handling Parliamentary Matters	E-Office & office Management	Handling RTI Matters	Monitoring and Evaluation	Office procedure, Noting & Drafting	Grievance Redressal	Litigation Management	Financial Management (Budget/PFMS)	Public Relations and Communications
US Training (e-HRMS, iGOT)	✓	✓	✓		✓		✓				✓	
US Training (ISTM, Budget, Asst. Secy, CBC, Admin)	✓	✓	✓		✓	✓	✓				✓	
US Training (iGOT, CBC,)	✓	✓	✓				✓					✓
US Training (TFA)	✓	✓	✓				✓				✓	
US Training (Academy, DFFT, LTTP, IST/IIPA)	✓	✓	✓				✓					✓
US (IR 1) (CIC)	✓	✓	✓	.	.	.	✓	.	.	.	✓	.
US (IR II) (Policy, Act Matters)	✓	✓	✓	✓	✓	.	.
US (CRD)	✓	✓	✓	✓	.	.	✓	.	✓		.	✓



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Position	Digital Fluency	Data Analytics	Cabinet Note Preparation	Handling Parliamentary Matters	E-Office & office Management	Handling RTI Matters	Monitoring and Evaluation	Office procedure, Noting & Drafting	Grievance Redressal	Litigation Management	Financial Management (Budget/PFMS)	Public Relations and Communications
US (AT)	✓	✓	✓	.	.	.	✓	.	✓	✓	.	.
US (CS I)	✓	✓	✓	✓	✓	✓	.	✓
US (CS II)	✓	✓	✓	✓	✓	.	.	.
US (Admin)	✓	✓	✓		✓	✓		✓	✓	.	.	.
US B&A	✓	✓	✓	✓							✓	
US (Welfare)	✓	✓	✓				✓		✓			✓
US CCSCSB	✓	✓	✓				✓		✓		✓	✓
US (Coord I)	✓	✓	✓		✓		✓	✓				
US (Coord II)	✓	✓	✓		✓		✓	✓				
US EO (PR)	✓	✓	✓	✓		✓	✓	✓				
US EO (MM)	✓	✓	✓	✓		✓	✓	✓				
US EO (SM)	✓	✓	✓	✓		✓	✓	✓				
US EO (ACC)	✓	✓	✓	✓		✓	✓	✓				



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Position	Digital Fluency	Data Analytics	Cabinet Note Preparation	Handling Parliamentary Matters	E-Office & office Management	Handling RTI Matters	Monitoring and Evaluation	Office procedure , Noting & Drafting	Grievance Redressal	Litigation Management	Financial Management (Budget/PFMS)	Public Relations and Communications
US (Vigilance)	✓	✓		✓	✓	✓				✓		
US (Recruitment)	✓	✓		✓	✓	✓				✓		
US (Anti-Corruption Law)	✓	✓		✓	✓	✓				✓		
US (Service)	✓	✓		✓	✓	✓				✓		
US Personnel Policy (RR)	✓	✓	✓	✓	✓	✓		✓	✓	✓		
US Personnel Policy (LE)	✓	✓	✓	✓	✓	✓		✓	✓	✓		
US Personnel Policy (L & A)	✓	✓	✓	✓	✓	✓		✓	✓	✓		
US Personnel Policy (PAY)	✓	✓	✓	✓	✓	✓		✓	✓	✓		
US Personnel Policy (E-I)	✓	✓	✓	✓	✓	✓		✓	✓	✓		
US Personnel Policy (E II) (Estt. BI)	✓		✓	✓	✓					✓	✓	



Capacity Building Plan-DoPT

Position	Digital Fluency	Data Analytics	Cabinet Note Preparation	Handling Parliamentary Matters	E-Office & office Management	Handling RTI Matters	Monitoring and Evaluation	Office procedure, Noting & Drafting	Grievance Redressal	Litigation Management	Financial Management (Budget/ PFMS)	Public Relations and Communications
US Personnel Policy (E.II) (A2B2)	✓	✓	✓		✓		✓	✓	✓			
US Personnel Policy (Estt.)	✓	✓	✓	✓	✓	✓	✓	✓	✓			
US Personnel Policy (Reservation I)	✓	✓		✓		✓	✓	✓	✓	✓		
US Personnel Policy (Reservation II & JCA)	✓	✓		✓	✓	✓		✓	✓	✓		
US Personnel Policy (R&R)	✓	✓		✓	✓	✓		✓	✓	✓		
Total	36	35	29	23	19	19	19	17	17	16	7	6

Table 18: Heat map for trainings on functional competencies for SO

Position	Digital Fluency	Office procedure, Noting & Drafting	E-Office & office Management	Handling Parliamentary Matters	Handling RTI Matters	Litigation Management	Grievance Redressal	Data Analytics	Financial Management (Budget/ PFMS)
SO (TFA)	✓	✓	✓	✓	✓			✓	✓



Capacity Building Plan-DoPT

Position	Digital Fluency	Office procedure, Noting & Drafting	E-Office & office Management	Handling Parliamentary Matters	Handling RTI Matters	Litigation Management	Grievance Redressal	Data Analytics	Financial Management (Budget/ PFMS)
SO (IST/IIPA)	✓	✓	✓	✓	✓				✓
SO (LTTP)	✓	✓	✓	✓	✓				✓
SO (Academy)	✓	✓	✓	✓	✓				✓
SO (DFFT)	✓	✓	✓	✓	✓				✓
SO (AT)	✓	✓	✓	✓	✓	✓			
SO (IR- I & IR-II)	✓	✓	✓	✓	✓	✓		✓	✓
SO (CRD)	✓	✓	✓	✓	✓			✓	
SO, CS I	✓	✓	✓	✓	✓	✓			
SO (CS-II)	✓	✓	✓					✓	
SO (Welfare)	✓	✓	✓		✓		✓	✓	✓
SO (Admin I & IV)	✓	✓	✓		✓				
SO (RTI)	✓	✓			✓		✓		
SO (PG)	✓	✓			✓		✓		



Capacity Building Plan-DoPT

Position	Digital Fluency	Office procedure, Noting & Drafting	E-Office & office Management	Handling Parliamentary Matters	Handling RTI Matters	Litigation Management	Grievance Redressal	Data Analytics	Financial Management (Budget/ PFMS)
SO (Vigilance)	✓	✓			✓		✓		
SO (Cash)	✓	✓	✓	✓				✓	✓
SO (Budget & Accounts)	✓	✓	✓					✓	✓
SO (Coord)	✓	✓	✓		✓	✓			
SO (PR)	✓	✓	✓	✓	✓			✓	
SO (MM)	✓	✓	✓	✓	✓			✓	
SO(SM)	✓	✓	✓	✓	✓			✓	
SO (ACC)	✓	✓	✓	✓	✓			✓	
SO (Service)	✓	✓	✓			✓	✓		
SO (Recruitment)	✓	✓	✓	.	.	✓	✓	.	.
SO (Vigilance)	✓	✓	✓	.	.	✓	✓	.	.
SO (Anti-Corruption Law)	✓	✓	✓	.	.	✓	✓	.	.



Capacity Building Plan-DoPT

Position	Digital Fluency	Office procedure, Noting & Drafting	E-Office & office Management	Handling Parliamentary Matters	Handling RTI Matters	Litigation Management	Grievance Redressal	Data Analytics	Financial Management (Budget/ PFMS)
SO Personnel Policy (RR)	✓	✓	✓	✓	.	✓	✓	.	.
SO Personnel Policy (LE)	✓	✓	✓	✓	.	✓	✓	.	.
SO Personnel Policy (Pay)	✓	✓	✓	✓	.	✓	✓	.	.
SO Personnel Policy (Leave)	✓	✓	✓	✓	.	✓	✓	.	.
SO Personnel Policy (Allowance)	✓	✓	✓	✓	.	✓	✓	.	.
SO Personnel Policy (E-I)	✓	✓	✓	✓	.	✓	✓	.	.
SO Personnel Policy (R&R)	✓	✓	✓	✓	✓	✓	.	✓	.
SO Personnel Policy (JCA)	✓	✓	✓	✓	.	✓	✓	.	.
SO Personnel Policy (Estt.)	✓	✓	✓	✓	.	✓	.	.	✓
SO Personnel Policy (E II) (Estt. B1)	✓	✓	✓	✓	.	✓	.	.	✓



Capacity Building Plan-DoPT

Position	Digital Fluency	Office procedure, Noting & Drafting	E-Office & office Management	Handling Parliamentary Matters	Handling RTI Matters	Litigation Management	Grievance Redressal	Data Analytics	Financial Management (Budget/ PFMS)
SO Personnel Policy (E II) (A2B2)	✓	✓	✓		.	.	✓	.	.
Total	37	37	34	24	20	18	16	12	11

Table 19: Heat map for functional competencies of positions in CSSS cadre

Position	Digital Fluency	Office Management	Handling RTI Matters	Data Analysis	Financial Management
Private Secretary	✓	✓	✓	✓	
Principal Private Secretary	✓	✓	✓	✓	
Steno Grade D	✓	✓	✓	✓	
Personal Assistant	✓	✓	✓	✓	
Principal Staff Officer	✓	✓	✓	✓	✓
Senior Principal Private Secretary	✓	✓	✓	✓	

Table 20: Heat map for trainings on behavioral competencies for AS-JS



Capacity Building Plan-DoPT

Position	Whole of Government Thinking	Team Management & Development	Decision Making	Visionary Leadership	Innovation and Improvement	Change Management	Stakeholder Management
EO & AS (Establishment Officer)	✓	✓	✓	✓	✓	✓	
AS (Personnel Policy)	✓	✓	✓	✓	✓	✓	
AS (IR, CRD & AT)	✓	✓	✓	✓	✓	✓	
JS (Training)	✓	✓	✓	✓	✓	✓	✓
JS (CS)	✓	✓	✓	✓	✓	✓	
JS (Admin)	✓	✓	✓	✓	✓	✓	
AS (Service & Vigilance)	✓	✓	✓	✓	✓	✓	
Total	7	7	7	7	7	7	1

Table 21: Heat map for trainings on behavioral competencies for Dir.- DS

Position	Communication	Team Management & Development	Decision Making	Result Orientation	Time Management	Analytical Thinking	Innovation and Improvement	Whole of Government Thinking	Stress Management	Influencing & Negotiation	Visionary Leadership	Stakeholder Management
DS-Training (Mission Karmayogi, e-HRMS)	✓	✓	✓	✓			✓	✓	✓		✓	



Capacity Building Plan-DoPT

Position	Communication	Team Management & Development	Decision Making	Result Orientation	Time Management	Analytical Thinking	Innovation and Improvement	Whole of Government Thinking	Stress Management	Influencing & Negotiation	Visionary Leadership	Stakeholder Management
Director Training (ISTM, Budget, AIS, CBC, Admin, Asst. Secy program)	✓	✓	✓	✓							✓	
DS – Training (TFA, NTP, Coordination)	✓	✓	✓		✓	✓						✓
DS –Training (Academy, DFFT, LTTP, IST/IIPA)	✓		✓	✓			✓		✓			
Director - Training (iGOT)	✓	✓	✓				✓					✓
Director (IR)	✓	✓					✓			✓		
DS (CRD)	✓	✓	✓			✓	✓	✓				
DS (AT)	✓	✓	✓		✓				✓			
Director (CS I)	✓	✓	✓			✓	✓	✓				
DS (CS II)	✓	✓	✓					✓				
Director (Admin)	✓	✓	✓				✓				✓	
Director (Welfare)	✓	✓	✓				✓				✓	



Capacity Building Plan-DoPT

Position	Communication	Team Management & Development	Decision Making	Result Orientation	Time Management	Analytical Thinking	Innovation and Improvement	Whole of Government Thinking	Stress Management	Influencing & Negotiation	Visionary Leadership	Stakeholder Management
DS (Coord)	✓	✓	✓				✓					
Director- EO (Appointments Committee of the Cabinet)	✓	✓	✓	✓	✓	✓			✓			
Director- EO (SM)	✓	✓	✓	✓	✓	✓			✓			
DS/Dir. EO (PR)	✓	✓	✓	✓	✓	✓			✓			
Director- EO (Middle Management MM)	✓	✓	✓	✓	✓	✓			✓			
DS Personnel Policy (E-II)	✓	✓	✓					✓		✓	✓	✓
DS – Personnel Policy (JCA & Reservation II)	✓	✓		✓		✓				✓	✓	
DS – Personnel Policy (Reservation)	✓	✓		✓		✓				✓	✓	
Director – Personnel Policy (R&R)	✓	✓	✓									



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Position	Communication	Team Management & Development	Decision Making	Result Orientation	Time Management	Analytical Thinking	Innovation and Improvement	Whole of Government Thinking	Stress Management	Influencing & Negotiation	Visionary Leadership	Stakeholder Management
Director – Personnel Policy (RR)	✓	✓	✓	✓	✓							
Director – Personnel Policy (Leave & Allowance)	✓	✓	✓	✓	✓							
Director – Personnel Policy (Pay)	✓	✓	✓	✓	✓							
Director Personnel Policy (LE)	✓	✓	✓	✓	✓							
DS Personnel Policy (E-I)	✓	✓	✓	✓	✓							
Director SV (Service)	✓	✓	✓					✓		✓		✓
DS/Dir. SV (Recruitment)	✓	✓	✓					✓		✓		✓
DS/Dir. SV (Vigilance)	✓	✓	✓					✓		✓		✓
Total	29	28	26	14	11	9	9	8	7	7	7	6



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Table 22: Heat map for trainings on behavioral competencies for US

Position	Communication	Team Management & Development	Time Management	Analytical Thinking	Result Orientation	Decision Making	Stress Management	Proactiveness	Stakeholder Management	Whole of Government Thinking	Influencing & Negotiation
US Training (e-HRMS, iGOT)	✓	✓	✓			✓		✓	✓		
US Training (ISTM, Budget, Asst. Secy, CBC, Admin)	✓	✓			✓	✓					
US Training (iGOT, CBC,)	✓	✓		✓	✓						
US Training (TFA)	✓			✓	✓						
US Training (Academy, DFFT, LTTP, IST/IIPA)	✓	✓			✓		✓		✓		
US (IR 1) (CIC Administration, Implementation of annual RTI guidelines)	✓	✓		✓		✓					
US (IR II) (Policy, Act Matters)	✓	✓	✓	✓		✓					
US (CRD)	✓	✓		✓					✓		
US (AT)	✓	✓	✓	✓			✓				
US (CS I)	✓	✓	✓		✓				✓		✓
US (CS II)	✓	✓				✓			✓		



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Position	Communication	Team Management & Development	Time Management	Analytical Thinking	Result Orientation	Decision Making	Stress Management	Proactiveness	Stakeholder Management	Whole of Government Thinking	Influencing & Negotiation
US (Admin)	✓	✓	✓	✓			✓				
US B&A	✓	✓	✓	✓			✓				
US (Welfare)	✓	✓	✓	✓							✓
US CCSCSB	✓	✓									
US (Coord I)	✓	✓	✓	✓			✓				
US (Coord II)	✓	✓	✓	✓			✓				
US EO (PR)	✓	✓	✓	✓	✓	✓	✓				
US EO (MM)	✓	✓	✓	✓	✓	✓	✓				
US EO (SM)	✓	✓	✓	✓	✓	✓	✓				
US EO (ACC)	✓	✓	✓	✓	✓	✓	✓				
US (Vigilance)	✓	✓				✓			✓	✓	✓
US (Recruitment)	✓	✓				✓			✓	✓	✓
US (Anti-Corruption Law)	✓	✓				✓			✓	✓	✓



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Position	Communication	Team Management & Development	Time Management	Analytical Thinking	Result Orientation	Decision Making	Stress Management	Proactiveness	Stakeholder Management	Whole of Government Thinking	Influencing & Negotiation
US (Service)	✓	✓				✓			✓	✓	✓
US Personnel Policy (RR)	✓	✓	✓		✓			✓			
US Personnel Policy (LE)	✓	✓	✓		✓			✓			
US Personnel Policy (L & A)	✓	✓	✓		✓			✓			
US Personnel Policy (PAY)	✓	✓	✓		✓			✓			
US Personnel Policy (E-I)	✓	✓	✓		✓			✓			
US Personnel Policy (E II) (Estt. BI)	✓					✓	✓			✓	
US Personnel Policy (E.II) (A2B2)	✓					✓	✓			✓	
US Personnel Policy (Estt.)	✓					✓	✓			✓	
US Personnel Policy (Reservation I)	✓	✓	✓	✓	✓		✓	✓			
US Personnel Policy (Reservation II & JCA)	✓	✓	✓	✓	✓		✓	✓			
US Personnel Policy (R&R)	✓		✓					✓			✓



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Position	Communication	Team Management & Development	Time Management	Analytical Thinking	Result Orientation	Decision Making	Stress Management	Proactiveness	Stakeholder Management	Whole of Government Thinking	Influencing & Negotiation
Total	36	31	21	17	16	16	15	9	9	7	7

Table 23: Heat map for trainings on behavioral competencies for SO

Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
SO(TFA)	✓	✓	✓			✓	✓	
SO (IST/IIPA)	✓	✓		✓			✓	
SO (LTTP)	✓	✓	✓		✓		✓	
SO (Academy)	✓	✓	✓	✓		✓		
SO (DFFT)	✓	✓	✓	✓				✓
SO (AT)	✓	✓	✓	✓				✓
SO (IR- I & IR-II)	✓	✓			✓		✓	
SO (CRD)	✓	✓	✓		✓			
SO, CS I	✓	✓				✓		✓



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Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
SO (CS-II)	✓	✓				✓		✓
SO (Welfare)	✓	✓		✓	✓		✓①	✓
SO (Admin I & IV)	✓	✓	✓	✓				✓
SO (RTI)	✓	✓	✓	✓	✓	✓	✓	
SO (PG)	✓	✓		✓		✓		
SO (Vigilance)	✓	✓		✓	✓			
SO (Cash)	✓	✓	✓	✓	✓	✓	✓	✓
SO (Budget & Accounts)	✓	✓	✓	✓	✓	✓	✓	✓
SO (Coord)	✓	✓	✓	✓	✓	✓	✓	✓
SO (PR)	✓	✓	✓	✓	✓	✓		
SO (MM)	✓	✓	✓	✓	✓	✓		
SO(SM)	✓	✓	✓	✓	✓	✓		
SO (ACC)	✓	✓	✓	✓	✓	✓		



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Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
SO (Service)	✓	✓	✓			✓	✓	
SO (Recruitment)	✓	✓	✓			✓	✓	
SO (Vigilance)	✓	✓	✓			✓	✓	
SO (Anti-Corruption Law)	✓	✓	✓			✓	✓	
SO Personnel Policy (RR)	✓	✓	✓	✓	✓			
SO Personnel Policy (LE)	✓	✓	✓	✓	✓			
SO Personnel Policy (Pay)	✓	✓	✓	✓	✓			
SO Personnel Policy (Leave)	✓	✓	✓	✓	✓			
SO Personnel Policy (Allowance)	✓	✓	✓	✓	✓			
SO Personnel Policy (E-I)	✓	✓	✓	✓	✓			
SO Personnel Policy (R&R)	✓	✓	✓	✓	✓	✓	✓	✓
SO Personnel Policy (JCA)	✓	✓	✓	✓	✓	✓	✓	✓



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Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
SO Personnel Policy (Estt.)	✓	✓	✓	✓	✓	✓	✓	
SO Personnel Policy (E II) (Estt. B1)	✓	✓	✓	✓	✓	✓	✓	
SO Personnel Policy (E II) (A2B2)	✓	✓	✓	✓	✓	✓	✓	
Total	37	37	30	27	24	22	18	11

Table 24: Heat map for trainings on behavioral competencies for ASO

Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
ASO (Mission Karmayogi, e-HRMS)	✓	✓			✓	✓		✓
ASO (iGOT 3, iGOT 4)	✓	✓	✓			✓	✓	
ASO (IST/IIPA)	✓	✓	✓	✓				
ASO (LTTP)	✓	✓	✓	✓			✓	
ASO (DFFT)	✓	✓		✓				✓



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Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
ASO (TFA)	✓	✓	✓			✓	✓	
ASO (CRD)	✓	✓	✓			✓	✓	
ASO (CS-I)	✓	✓	✓	✓			✓	
ASO (CS-II)	✓	✓	✓			✓	✓	
ASO (Welfare)	✓	✓	✓	✓	✓		✓	
ASO (Admin I & IV)	✓	✓		✓	✓			
ASO (Coord)	✓	✓		✓				✓
ASO (CASH)	✓	✓	✓	✓	✓	✓	✓	✓
ASO (Budget & Accounts)	✓	✓	✓	✓	✓	✓	✓	✓
ASO (PR)	✓	✓	✓	✓	✓	✓		
ASO (MM)	✓	✓	✓	✓	✓	✓		
ASO (SM)	✓	✓	✓	✓	✓	✓		
ASO (ACC)	✓	✓	✓	✓	✓	✓		



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Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
ASO (Service)	✓	✓	✓			✓	✓	
ASO (Recruitment)	✓	✓	✓			✓	✓	
ASO (Vigilance)	✓	✓	✓			✓	✓	
ASO (Anti-Corruption Law)	✓	✓	✓			✓	✓	
ASO Personnel Policy (RR)	✓	✓	✓	✓	✓			
ASO Personnel Policy (LE)	✓	✓	✓	✓	✓			
ASO Personnel Policy (Pay)	✓	✓	✓	✓	✓			
ASO Personnel Policy (Leave)	✓	✓	✓	✓	✓			
ASO Personnel Policy (Allowance)	✓	✓	✓	✓	✓			
ASO Personnel Policy (E-I)	✓	✓	✓	✓	✓			
ASO Personnel Policy (R&R)	✓	✓	✓	✓	✓	✓	✓	✓
ASO Personnel Policy (JCA)	✓	✓	✓	✓	✓	✓	✓	✓
ASO Personnel Policy (Estt.)	✓	✓	✓	✓	✓	✓	✓	✓



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Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
ASO Personnel Policy (E II) (Estt. B1)	✓	✓	✓	✓	✓	✓	✓	
ASO Personnel Policy (E II) (A2B2)	✓	✓	✓	✓	✓	✓	✓	
Total	33	33	29	24	20	20	18	8

Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
ASO (Mission Karmayogi, e-HRMS)	✓	✓			✓	✓		✓
ASO (iGOT 3, iGOT 4)	✓	✓	✓			✓	✓	
ASO (IST/IIPA)	✓	✓	✓	✓				
ASO (LTP)	✓	✓	✓	✓			✓	
ASO (DFFT)	✓	✓		✓				✓
ASO (TFA)	✓	✓	✓			✓	✓	
ASO (CRD)	✓	✓	✓			✓	✓	
ASO (CS-I)	✓	✓	✓	✓			✓	



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Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
ASO (CS-II)	✓	✓	✓			✓	✓	
ASO (Welfare)	✓	✓	✓	✓	✓		✓	
ASO (Admin I & IV)	✓	✓		✓	✓			
ASO (Coord)	✓	✓		✓				✓
ASO (CASH)	✓	✓	✓	✓	✓	✓	✓	✓
ASO (Budget & Accounts)	✓	✓	✓	✓	✓	✓	✓	✓
ASO (PR)	✓	✓	✓	✓	✓	✓		
ASO (MM)	✓	✓	✓	✓	✓	✓		
ASO (SM)	✓	✓	✓	✓	✓	✓		
ASO (ACC)	✓	✓	✓	✓	✓	✓		
ASO (Service)	✓	✓	✓			✓	✓	
ASO (Recruitment)	✓	✓	✓			✓	✓	
ASO (Vigilance)	✓	✓	✓			✓	✓	



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Position	Communication	Teamwork	Analytical Thinking	Time Management	Proactiveness	Result Orientation	Learning Agility	Stress Management
ASO (Anti-Corruption Law)	✓	✓	✓			✓	✓	
ASO Personnel Policy (RR)	✓	✓	✓	✓	✓			
ASO Personnel Policy (LE)	✓	✓	✓	✓	✓			
ASO Personnel Policy (Pay)	✓	✓	✓	✓	✓			
ASO Personnel Policy (Leave)	✓	✓	✓	✓	✓			
ASO Personnel Policy (Allowance)	✓	✓	✓	✓	✓			
ASO Personnel Policy (E-I)	✓	✓	✓	✓	✓			
ASO Personnel Policy (R&R)	✓	✓	✓	✓	✓	✓	✓	✓
ASO Personnel Policy (JCA)	✓	✓	✓	✓	✓	✓	✓	✓
ASO Personnel Policy (Estt.)	✓	✓	✓	✓	✓	✓	✓	✓
ASO Personnel Policy (E II) (Estt. B1)	✓	✓	✓	✓	✓	✓	✓	
ASO Personnel Policy (E II) (A2B2)	✓	✓	✓	✓	✓	✓	✓	
Total	33	33	29	24	20	20	18	8



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Table 25: Heat map for behavioural competencies of positions in CSSS cadre

Position	Communication	Stress Management	Learning Agility	Result Orientation	Collaboration	Analytical Skill	Decision Making	Proactiveness	Team Management & Development
Private Secretary	✓	✓	✓	✓	✓	✓			
Principal Private Secretary	✓	✓	✓	✓	✓	✓	✓		
Steno Grade D	✓	✓	✓		✓	✓		✓	
Personal Assistant	✓	✓	✓		✓	✓		✓	
Principal Staff Officer	✓	✓	✓	✓	✓	✓	✓		✓
Senior Principal Private Secretary	✓	✓	✓	✓	✓	✓	✓		

5. Capacity Building Plan

The previous section details out the competency requirement across designations, based on which individual level capacity building initiatives have been planned across domain, functional and behavioural areas. Further organizational level interventions have been proposed to enhance the overall capacity of the Department.



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5.1 Individual capacity building initiatives (training interventions)

As part of the plan, training courses both online & offline, have been identified from different training providers across domain, functional and behavioural areas. Based on ease of implementation (availability of existing programs on iGOT catering to specific needs), stakeholder buy-in, etc., implementation plan for the training courses have been divided into 4 quarters. Further, the courses have been categorized as L1, L2 and L3 based on duration of the course. Training calendars for different designations are presented in the following subsections. In the following summary course calendar for each quarter, the sum of training hours for functional and behavioral competencies across different levels is presented in hours and minutes (hh:mm) format.

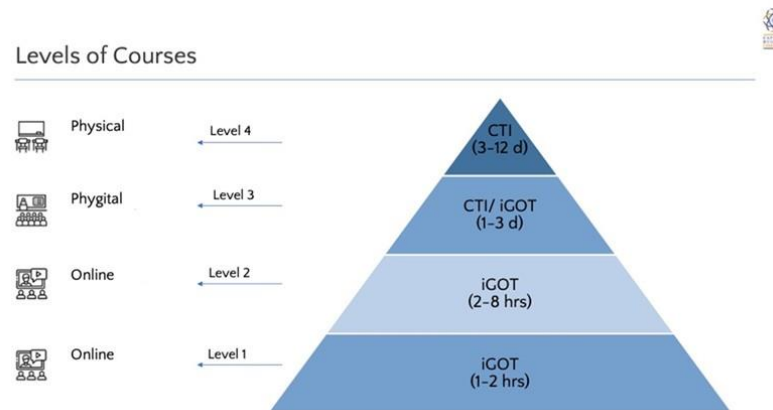


Figure 24: Categorization of courses

Table 26: Training calendar summary

Designation	Category	Q1	Q2	Q3	Q4	Sub Total	Grand Total
AS - JS	Functional	14:46	50:02	53:29	3:16	121:33	362:47



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	Behavioural	18:58	153:05	63:00	6:11	241:14	
Dir - DS	Functional	14:26	18:03	98:15	6:16	137:00	245:39
	Behavioural	5:59	85:34	9:05	8:01	108:39	
US	Functional	22:52	19:09	25:19	24:09	91:29	117:31
	Behavioural	8:12	2:15	6:09	9:26	26:02	
SO - ASO	Functional	23:03	13:49	11:51	18:16	66:59	88:54
	Behavioural	10:05	6:49	0:35	4:26	21:55	
CSSS	Functional	9:23	12:40	4:10	2:16	28:29	51:44
	Behavioural	7:25	7:49	1:50	6:11	23:15	
Total		135:09	369:15	273:43	88:28	814:51	866:35

5.1.1 Functional and Behavioural Training calendar at SO-ASO level

Table 27: Functional and Behavioural Training calendar at SO-ASO level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	----	DAKSHTA	This module is composed of carefully selected bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal	Online	iGOT		13h 40m	L1	Q1
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social	Online	iGOT	WITP	2h 20 m	L2	Q1



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.						
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	This course provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications	Online	iGOT	Invest India	25 min	L1	Q2
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	L2	Q2
Functional	Digital Fluency	Microsoft Word Beginners	This course focuses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	3h	L2	Q2
Functional	Data Analytics	Data Driven Decision Making For Government	This course aims at building awareness of Data Science and Analytics and data visualization tools among government officials enabling them to make informed data-driven decisions thereby impacting lives for the social good	Online	iGOT	WITP	2h 30m	L2	Q2
Functional	Public procurement framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Pre-requisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	Q2
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It teaches about how to identify phishing as	Online	iGOT	Microsoft	1h 15m	L1	Q2



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			well as digital risks. Furthermore, the course explores concept of being a good digital citizen.						
Functional	Office management	Office Procedure	This course will guide about office procedures. It gives an overview about: <ul style="list-style-type: none"> • File management system • Management of DAK • Decision making in government • Record management 	Online	iGOT	ISTM	2h 17m	L2	Q2
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h	L2	Q1
Functional	Official language knowledge	Rajbhasha Hindi	This modules provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q3
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L2	Q3
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	GSITI	1h 25m	L1	Q3
Functional	Handling parliamentary matters	Parliament at work	This module on Parliamentary Procedures covers the composition and functions of the Indian Parliament, key terminologies associated with its proceedings, types of questions used by parliamentarians, and the process of submitting and replying to starred and unstarred questions. It also explains the concept of assurance and its implementation. The module includes assessments and takes approximately 120 minutes to complete	Online	iGOT	ISTM	5h 41m	L2	Q3



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	L1	Q3
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C, MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (Go). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cyber crime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.	Online	iGOT	i4C	1h 16m	L1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	course being developed by NIC	1h	L1	Q4
Functional	Litigation Management	Litigation Management	The course on Litigation Management aims to equip participants with knowledge and skills to effectively manage legal disputes, including pre-litigation strategies, case assessment, budgeting, and alternative dispute resolution.	Offline		ISTM	2 days	L3	Q4
Behavioural	Influencing & Negotiation	Conflict Resolution and Negotiation	The Conflict Management and Negotiation course is designed to help individuals develop skills to manage conflicts in their personal and professional lives. The course is divided into different units, each focusing on a specific aspect of conflict resolution such as the six steps	Online	iGOT	DoPT	1h 35m	L1	Q1



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			to conflict resolution, conflict resolution skills, and different methods of conflict resolution. Overall, the course aims to equip learners with skills necessary for effective conflict management and negotiation in their personal and professional lives. By completing this course, learners will be able to identify different methods of conflict resolution and apply them appropriately in various situations.						
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and retention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	Q1
Behavioural	Motivation	Motivation	The course on 'Motivation' focusses on the five-step approach to create an action-plan for self-motivation.	Online	iGOT	DoPT	1h 05m	L1	Q1
Behavioural	Result orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.	Online	iGOT	IIPA	3h 11m	L2	Q1
Behavioural	Stress Management	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 16m	L1	Q1
Behavioural	Stress Management	Increasing your	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation	Online	iGOT	Art of Living	1h 7m	L1	Q1



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
		Emotional Quotient	techniques. It focuses on transforming emotions for improved well-being.						
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication.	Online	iGOT	IIMB	5h 34m	L2	Q2
Behavioural	Result Orientation	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals.	Online	iGOT	DoPT	40m	L1	Q2
Behavioural	Problem Solving	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving	Online	iGOT	ISTM	35m	L1	Q2
Behavioural	Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	Q3
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	Q4
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q4



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Team Work	Team work and Collaboration	This course may focus on building a strong foundation of teamwork and collaboration within organization.	--	--	Course to be developed by CBC	1h	L1	Q4
Behavioural	Learning Agility	Learning agility	The course may focus on providing a better understanding about learning agility, as well as best practices how to improve learning ability in an agile way, effectively and efficiently.	--	--	Course to be developed by CBC	1h	L1	Q4

5.1.2 Functional and Behavioural Training calendar at US level

Table 28: Functional and Behavioural Training calendar at US level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	L2	Q1
Functional	Digital Fluency	Microsoft Word Beginners	This course focuses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	2h 56m	L2	Q1



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 20m	L2	Q1
Functional	Project Management	Project Management	The course on 'Project Management' aims at achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe.	Online	iGOT	IIPA	2h	L1	Q1
Functional	Public Policy	Formulation of Public Policies	This course helps to understand fundamentals of public policy and the role of civil servant in public policy formulation and implementation	Online	iGOT	ISTM	1h 15m	L1	Q1
Functional	Public procurement framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Pre-requisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	Q1
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It teaches about how to identify phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q1
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	This course provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications	Online	iGOT	Invest India	25 min	L1	Q1
Functional	Cabinet note preparation	Preparation of Cabinet Notes	This course focuses on Indian government's Cabinet notes preparation process, rules and procedures, inter-ministerial consultations, and handling special circumstances. The course also focuses on Indian government administration and decision-making processes.	Online	iGOT	ISTM	5h 10m	L2	Q1



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L2	Q1
Functional	Code of conduct	Code of Conduct for Government Employees	1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees	Online	iGOT	ISTM	35m	L1	Q1
Functional	Data Analytics	Insights from Data for Policy	The course is designed to provide a better understanding of commonly used concepts in the analysis of data, including an introduction to useful approaches to its analysis. It helps to develop a deeper understanding of the hidden structures in raw data, diagnostic tools to expose fallacies, and being smart in the use of data and analysis for making decisions. The journey includes discussions of our flawed instincts that lead to wrong conclusions, representation of data to mislead the intended audience, and data visualization to detect hidden patterns.	Online	iGOT	ISB	5h 19m	L2	Q2
Functional	Decision Making	Decision making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	Q2
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	7h 3m	L2	Q2



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Office management	Office Procedure	This course will guide about office procedures. It gives an overview about: <ul style="list-style-type: none"> • File management system • Management of DAK • Decision making in government • Record management 	Online	iGOT	ISTM	2h 17m	L1	Q2
Functional	Official language knowledge	Rajbhasha Hindi	This modules provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q2
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L1	Q2
Functional	Handling RTI matters	Landmark Judgments- RTI Act, 2005	The course titled "Landmark Judgements - RTI Act, 2005" imparts fundamental knowledge of the Right to Information (RTI) Act to its learners. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content.	Online	iGOT	ISTM	1h 10m	L1	Q2
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	Q3
Functional	Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS Word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L1	Q3



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Handling parliamentary matters	Parliament at work	This module on Parliamentary Procedures covers the composition and functions of the Indian Parliament, key terminologies associated with its proceedings, types of questions used by parliamentarians, and the process of submitting and replying to starred and unstarred questions. It also explains the concept of assurance and its implementation. The module includes assessments and takes approximately 120 minutes to complete	Online	iGOT	ISTM	5h 41m	L1	Q3
Functional		VIKAS	Bouquet of courses on functional competencies of employees	Online	iGOT	ISTM	10h	L 2	Q3
Functional	Handling RTI matters	Right to Information - Public Information Officers/ Appellate Authority	TBD	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	L1	Q3
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	L1	Q3
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C, MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (Gol). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cyber	Online	iGOT	i4C	1h 16m	L1	Q4



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			crime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.						
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	L1	Q4
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	TBD	TBD	TBD	CBC with DMEO	2h	L1	Q4
Functional	Digital Fluency	Powerpoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L1	Q4
Functional	Litigation Management	Litigation Management	The course on Litigation Management aims to equip participants with knowledge and skills to effectively manage legal disputes, including pre-litigation strategies, case assessment, budgeting, and alternative dispute resolution.	Offline		ISTM	2 days	L2	Q4



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	Q1
Behavioural	Influencing & Negotiation	Conflict Resolution and Negotiation	The Conflict Management and Negotiation course is designed to help individuals develop skills to manage conflicts in their personal and professional lives. The course is divided into different units, each focusing on a specific aspect of conflict resolution such as the six steps to conflict resolution, conflict resolution skills, and different methods of conflict resolution. Overall, the course aims to equip learners with skills necessary for effective conflict management and negotiation in their personal and professional lives. By completing this course, learners will be able to identify different methods of conflict resolution and apply them appropriately in various situations.	Online	iGOT	DoPT	1h 35m	L1	Q1
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	Q1
Behavioural	Stress Management	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	Q1
Behavioural	Result orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision making and	Online	iGOT	IIPA	2h 13m	L1	Q1



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
			help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.						
Behavioural	Motivation	Understanding Motivation	By the end of this course, the learners will be able to understand the concept of motivation from the lens of various theories. They will be able to explore the questions like why people do what they do, what is the role of a leader in motivating and demotivating others and how the design of the jobs plays a role in motivation.	Online	iGOT	LBSNAA	1h 35m	L1	Q2
Behavioural	Result Orientation	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals.	Online	iGOT	DoPT	40m	L1	Q2
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	L2	Q3
Behavioural	Problem solving	Problem solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving	Online	iGOT	ISTM	35m	L1	Q3
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	Q4



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q4
Behavioural	Whole of government thinking	Whole of government thinking	This course may focus on inculcating Global Mindset, PEST (Political, Economic, Social, Technological) Consciousness and Systems thinking.			CBC shall curate course	2h	L1	Q4
Behavioural	Stakeholder Management	Stakeholder Management	This course may offer a comprehensive overview of stakeholder management approaches and techniques. This course should focus on the key skills in identifying and analyzing stakeholders, understanding their needs and expectations, planning collaboration, and helping stakeholders navigate organizational change.			CBC shall curate course	3h	L1	Q4
Behavioural	Analytical Thinking	Analytical Thinking	This course may focus on general criteria for sound reasoning and provides resources to develop critical thinking abilities. It should also include how to apply deductive and inductive standards for assessing arguments.			CBC shall curate course	2h	L1	Q4



Capacity Building Plan-DoPT

5.1.3 Functional and Behavioural Training calendar at DS-Dir level

Table 29: Functional and Behavioural Training calendar at Dir.-DS level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It teaches about how to identify phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q1	-
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 30m	L2	Q1	-
Functional	Public procurement framework	Government E Marketplace	This course provides an overview of the GeM Ecosystem. It also covers Pre-requisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Online	iGOT	ISTM	1h 9m	L1	Q1	-
Functional	Project Management	Project Management	The course on 'Project Management' aims at achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe.	Online	iGOT	IIPA	2h	L1	Q1	-
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	This course provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover	Online	iGOT	Invest India	25 min	L1	Q1	-



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			essential topics related to AI and its practical applications							
Functional	Government Program Formulation & Implementation	Formulation of Public Policies	This course explores various methods of legitimizing public policies, including democratic mandates and expert consensus, emphasizing the importance of public acceptance and credibility. Participants will learn the process of assessing policy sustainability, examining economic, social, and environmental factors. The course also delves into the critical role of civil servants in formulating and implementing public policies, focusing on their responsibilities in policy research, analysis, stakeholder engagement, and evaluation	Online	iGOT	ISTM	1h 15m	L 1	Q1	-
Functional	Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.	Online	iGOT	Microsoft	2h 28m	L2	Q1	-
Functional	Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	Q1	-
Functional	Code of conduct	Code of Conduct for Government Employees	1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees	Online	iGOT	ISTM	35m	L1	Q1	-



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	Q2	-
Functional	Government Program Formulation & Implementation	Public Policy: Design and Implementation for Success Programme	This course consists of modules that will enable you to understand how public policies should evolve to meet the needs of a changing society	Online	-	Lee Kuan Yew School of Public Policy	40 hours	L3	Q2	Fee - S\$2,000* + 8% GST (~RS 1,23,238) Date - 21 Nov 2023 To 24 Nov 2023
Functional	Data Analytics	Insights from Data for Policy	The course is designed to provide a better understanding of commonly used concepts in the analysis of data, including an introduction to useful approaches to its analysis. It helps to develop a deeper understanding of the hidden structures in raw data, diagnostic tools to expose fallacies, and being smart in the use of data and analysis for making decisions. The journey includes discussions of our flawed instincts that lead to wrong conclusions, representation of data to mislead the intended audience, and data visualization to detect hidden patterns.	Online	iGOT	ISB	5h 19m	L2	Q2	-
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in	Online	iGOT	Microsoft	2h 22m	L2	Q2	-



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			cybersecurity, network /device/ application based threats and mitigations							
Functional	Decision Making	Decision making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	Q2	-
Functional	Handling RTI matters	Landmark Judgments- RTI Act, 2005	The course titled "Landmark Judgements - RTI Act, 2005" imparts fundamental knowledge of the Right to Information (RTI) Act to its learners. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content.	Online	iGOT	ISTM	1h 10m	L1	Q2	-
Functional	Government Program Formulation & Implementation	Evidence in Public Policy	This course provides an overview of evidence, such as relevant data, information, and credible research, and its use in the policy-making process.	Online	iGOT	ISB	4h 48m	L2	Q2	-
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	GSITI	1h 25m	L1	Q3	-



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials, enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 20m	L2	Q3	-
Functional	Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	Q3	-
Functional	Handling parliamentary matters	Parliamentary procedure	This course on Parliamentary Procedures covers the composition and functions of the Indian Parliament, key terminologies associated with its proceedings, types of questions used by parliamentarians, and the process of submitting and replying to starred and unstarred questions. It also explains the concept of assurance and its implementation.	Online	iGOT	ISTM	2h	L1	Q3	-
Functional	Handling RTI matters	Right to Information - Public Information Officers/ Appellate Authority	TBD	Online	iGOT	CBC to create a course in collaboration with HIPA	1h	L1	Q3	-
Functional	Official language knowledge	Rajbhasha Hindi	This modules provides an overview of Rajbhasha adhiniyam, 1963.	Online	iGOT	FCI	23m	L1	Q3	-



Capacity Building Plan-DoPT

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.	Online	iGOT	ISTM	2h	L1	Q3	-
Functional	Government Program Formulation & Implementation	Public Policy and the VUCA World	This course is aimed at understanding the emerging challenges in rapidly changing world and to enable officials to use that understanding while planning to solve a problem.	Online	iGOT	IIPA	2h 7m	L2	Q3	-
Functional	Citizen Centricity	Course on Citizen Centric & Service Delivery Approach	This course may focus on inculcating the citizen centric approach among the participants for effective service delivery. It may contain modules on (i) Concept of Governance and Good Governance (ii) Administrative Reforms (iii) Citizen's Charter (iv) Governance in the 21st Century (v) Instruments/ Tools available for citizens (Right to Time Bound service delivery, Public Grievance Redressal System, Right to Information and Social Audits, etc.) (vi) Ethics and values in public governance, including recommendations contained in the 4thReport of 2nd ARC on Ethics in Governance	Offline		CBC to create course	5h	L2	Q3	-



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			(vii) Role of regulatory institutions such as CVC, CIC (viii) Briefing on Group / Individual work (ix) Capacity Building for improving Service Delivery and recent Best Practices/ new initiatives to improve service delivery							
Functional	Digital Fluency	Digital Governance and Management	<ul style="list-style-type: none"> Digital Transformation Design Thinking for Innovation Workshop Emerging Technologies Decision Science and Data Science for Policy Design Digital Product & Service Management Generative AI and Society Digital Marketing of Public Services Information Security Management Law & Ethics of digital technologies Contract Management 	Offline		IIM, Visakhapatnam	40h	L3	Q3	Date - 5-9 February 2024
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	TBD	TBD	TBD	Course to be curated by CBC with help of DMEO	2h	L1	Q4	-
Functional	Cyber awareness	Stay Safe in Cyber Space	he aim of this course designed by I4C, MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric	Online	iGOT	i4C	1h 16m	L1	Q4	-



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			initiatives like cyber crime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.							
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	iGOT and NIC in conjunction are developing a course on e-office	1h	L1	Q4	-
Functional	Litigation Management	LIMBS	TBD	Online	iGOT	CBC to create a course in collaboration with DoLA	2h	L1	Q4	-
Functional	Government Program Formulation & Implementation	Public Policy Strategy and Implementation	<p>Program Contents:</p> <ul style="list-style-type: none"> Financial Statements and Reading Important Ratio Analysis Organization Structures Culture and Organizational Behavior Strategic thinking & Public Policy Blockchain utilities for Governance Motivation Theory/Case study for Team Morale. Pricing Models Social Impact Assessment of projects Digital India 	Offline		IIM Udaipur	40h	L3		Fee- Rs. 15,000/- per day per participant plus GST



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	Q1	-
Behavioural	Motivation	Understanding Motivation	By the end of this course, the learners will be able to understand the concept of motivation from the lens of various theories. They will be able to explore the questions like why people do what they do, what is the role of a leader in motivating and demotivating others and how the design of the jobs plays a role in motivation.	Online	iGOT	LBSNAA	1h 35m	L1	Q1	-
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	Q1	-
Behavioural	Stress Management	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	Q1	-
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	L2	Q2	-



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Behavioural	Visionary Leadership	Leadership Excellence	<p>This course contains</p> <ul style="list-style-type: none"> • Evolution of Leadership Theories • Leadership Style: Types and Traits • Theory effectiveness Model • Understanding Competencies: Self - Level Analysis • Adopting Leadership Style: The four Behaviour Styles and how to make them work for you. 	Offline	-	Arun Jaitley National Institute of Financial Management	40h	L3	Q2	Fee - Rs. 46,000/- per participant for 5 days Date - 30 October – 3 November 2023
Behavioural	Visionary Leadership	Advance Leadership Development Programme (ALDP)	<ul style="list-style-type: none"> • Ethics in Public Service • Leadership Effectiveness • Competency Based Human Resource Management • Innovation in Public Services • Managing Negotiation • Legal Aspect of Contract Formation and Management • Public Policy Management and Governance • Viewing Competition from the Lens of Indian Competition Act 2002 • Industry Visit • Financial Market Regulations and Reforms • Group Project Presentation and Debriefing 	Offline		MDI, Gurugram	40h	L3	Q2	Fee- Rs. 12,500/- per day per participants plus applicable GST.
Behavioural	Coaching and mentoring	BSNL Mission Karmayogi	This course covers performance assessment, time management, coaching, teamwork	Online	iGOT	BSNL	9h 5m	L2	Q3	-
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and	Online	iGOT	DoPT	1h 15 m	L1	Q4	-



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			explains the need for focussing on bigger aspects							
Behavioural	Problem solving	Problem solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework.	Online	iGOT	ISTM	35m	L1	Q4	-
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Surya namaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q4	-
Behavioural	Innovation & improvement	Micro innovation	This course may focus on developing and implementing micro innovations, understanding how these incremental changes can have a profound impact on overall efficiency and service delivery. This may also include modules on identifying opportunities for improvement, and delve into various techniques to foster a culture of continuous improvement.	Online	iGOT	CBC to create a course in collaboration with IIM A	3h	L1	Q4	-
Behavioural	Whole of government thinking	Whole of government thinking	This course may focus on inculcating Global Mindset, PEST (Political, Economic, Social, Technological) Consciousness and Systems thinking.	-	-	CBC to develop course	2h	L1	Q4	-

5.1.4 Functional and Behavioural Training calendar at AS-JS level



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Table 30: Functional and Behavioural Training calendar at AS-JS level

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Functional	Data Analytics	Data Driven Decision Making For Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	2h 20m	L2	Q1	
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It teaches about how to identify phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q1	
Functional	Data Analytics	Insights from Data for Policy	The course is designed to provide a better understanding of commonly used concepts in the analysis of data, including an introduction to useful approaches to its analysis. It helps to develop a deeper understanding of the hidden structures in raw data, diagnostic tools to expose fallacies, and being smart in the use of data and analysis for making decisions. The journey includes discussions of our flawed instincts that lead to wrong conclusions, representation of data to mislead the intended audience, and data visualization to detect hidden patterns.	Online	iGOT	ISB	5h 19m	L2	Q1	
Functional	Code of conduct	Code of Conduct for Government Employees	1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees	Online	iGOT	ISTM	35m	L1	Q1	
Functional	Digital Fluency	PowerPoint advanced	This course offers an advance guide to MS PowerPoint. Participants will learn about	Online	iGOT	Microsoft	2h 28m	L2	Q1	



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.							
Functional	Digital Fluency	Word Advanced	This course focuses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	2h 49m	L2	Q1	
Functional	Digital Fluency	Excel advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	3h 49m	L2	Q2	
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	Geological Survey of India Training Institute (GSITI)	1h 25m	L1	Q2	
Functional	Government Program Formulation & Implementation	Public Policy: Design and Implementation for Success Programme	This course consists of modules that will enable you to understand how public policies should evolve to meet the needs of a changing society	Online	-	Lee Kuan Yew School of Public Policy	40 hours	L3	Q2	Fee - S\$2,000* + 8% GST (~RS 1,23,238) Date - 21 Nov 2023 To 24 Nov 2023
Functional	Government Program Formulation & Implementation	Evidence in Public Policy	This course provides an overview of evidence, such as relevant data, information, and credible research, and its use in the policy-making process.	Online	iGOT	ISB	4h 48m	L2	Q2	



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Functional	Monitoring and evaluation	Monitoring and evaluation	TBD	Online	iGOT	Course to be curated by CBC with help of DMEO	2h	L1	Q3	
Functional	Financial Management	Finance for Non-Finance Executives	TBD	Online	iGOT	CBC to create a course in collaboration with ICAI	2h	L1	Q3	
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L2	Q3	
Functional	Government Program Formulation & Implementation	Public Policy and the VUCA World	This course is aimed at understanding the emerging challenges in rapidly changing world and to enable officials to use that understanding while planning to solve a problem.	Online	iGOT	IIPA	2h 7m	L2	Q3	
Functional	Citizen Centricity	Course on Citizen Centric & Service Delivery Approach	This course may focus on inculcating the citizen centric approach among the participants for effective service delivery. It may contain modules on (i) Concept of Governance and Good Governance (ii) Administrative Reforms (iii) Citizen's Charter (iv) Governance in the 21st Century (v) Instruments/ Tools available for citizens (Right to Time Bound service delivery, Public Grievance Redressal System, Right to	Online		CBC to curate course	5h	L2	Q3	



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			Information and Social Audits, etc.) (vi) Ethics and values in public governance, including recommendations contained in the 4th Report of 2nd ARC on Ethics in Governance (vii) Role of regulatory institutions such as CVC, CIC (viii) Briefing on Group / Individual work (ix) Capacity Building for improving Service Delivery and recent Best Practices/ new initiatives to improve service delivery							
Functional	Digital Fluency	Digital Governance and Management	<ul style="list-style-type: none"> • Digital Transformation • Design Thinking for Innovation Workshop • Emerging Technologies • Decision Science and Data Science for Policy Design • Digital Product & Service Management • Generative AI and Society • Digital Marketing of Public Services • Information Security Management • Law & Ethics of digital technologies • Contract Management 	Offline		IIM, Visakhapatnam	40h	L3	Q3	Date - 5-9 February 2024
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C, MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric	Online	iGOT	i4C	1h 16m	L1	Q4	



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			initiatives like cyber crime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.							
Functional	Litigation Management	LIMBS	TBD	Online	iGOT	CBC to create a course in collaboration with DoLA	2h	L1	Q4	
Functional	Government Program Formulation & Implementation	Public Policy Strategy and Implementation	<p>Program Contents:</p> <ul style="list-style-type: none"> Financial Statements and Reading Important Ratio Analysis Organization Structures Culture and Organizational Behavior Strategic thinking & Public Policy Blockchain utilities for Governance Motivation Theory/Case study for Team Morale. Pricing Models Social Impact Assessment of projects Digital India 	Offline		IIM Udaipur	40h	L3		Fee- Rs. 15,000/- per day per participant plus GST
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	Q1	
Behavioural	Communication	Mastering Negotiation and Influence	This course focuses on developing strategies on negotiation of one-to-one, multi party and multi	Offline	-	ISB	2 days	L3	Q1	Fee - INR 85,000 + taxes



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			issue. This course will enable the participant in skills of influence and persuasion							Date - Sep 23 - 24, 2023
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	Q1	
Behavioural	Coaching and mentoring	BSNL Mission Karmayogi	This course covers performance assessment, time management, coaching, teamwork	Online	iGOT	BSNL	9h 5m	L2	Q2	
Behavioural	Decision Making	Decision Making for Managerial Effectiveness	This course focusses on addressing a crucial gap in decision-making knowledge by providing participants with insights into the underlying influences and factors that shape decisions made by managers. It goes beyond individual decisions and explores how decision-making is framed and contextualized within teams, organizations, and real-world scenarios. By exploring various perspectives, the course aims to enhance participants' understanding of decision-making processes and equip them with valuable insights for making effective decisions in real world context.	Offline	-	IIM B	3 days	L3	Q2	Fee - Rs. 1,05,000+ Taxes Date - 14 - 16 Nov, 2023



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Behavioural	Team Management & Development	Achievement Orientation	This course focuses on enabling participants to learn team working skills and manage high-performance teams by embracing digital innovation skills and developing emotional intelligence.	Offline	-	ASCI	5 days	L 3	Q2	Fee: Rs. 65,720 + Applicable GST Date - Nov 20 - 24, 2023
Behavioural	Visionary Leadership	Leadership Excellence	This course contains <ul style="list-style-type: none"> • Evolution of Leadership Theories • Leadership Style: Types and Traits • Theory effectiveness Model • Understanding Competencies: Self - Level Analysis • Adopting Leadership Style: The four Behaviour Styles and how to make them work for you. 	Offline	-	Arun Jaitley National Institute of Financial Management	40h	L3	Q2	Fee - Rs. 46,000/- per participant for 5 days Date - 30 October – 3 November 2023
Behavioural	Visionary Leadership	Advance Leadership Development Programme (ALDP)	<ul style="list-style-type: none"> • Ethics in Public Service • Leadership Effectiveness • Competency Based Human Resource Management • Innovation in Public Services • Managing Negotiation • Legal Aspect of Contract Formation and Management • Public Policy Management and Governance • Viewing Competition from the Lens of Indian Competition Act 2002 • Industry Visit • Financial Market Regulations and Reforms • Group Project Presentation and Debriefing 	Offline		MDI, Gurugram	40h	L3	Q2	Fee- Rs. 12,500/- per day per participants plus applicable GST.



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
Behavioural	Communication	Communication Skills for Managers	This course aims to enhance communication skills by honing abilities in verbal and non-verbal communication, as well as written communication	Offline	-	ASCI	5 days	L 3	Q3	Fee: Rs. 65,720 + Applicable GST Date - Jan 08 - 12, 2024
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	L2	Q3	
Behavioural	Stress Management	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 26m	L1	Q3	
Behavioural	Team Management & Development	Building High-Performance Teams	This course focuses on building high performing team and enhance skills of trust, collaboration and diversity by building shared values, purpose and goals	Offline	-	ISB	2 days	L 3	Q3	Fee - Rs 85,000 + Taxes Date - Sep 29-30, 2023
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.	Online	iGOT	Art of Living	1h 11m	L1	Q4	
Behavioural	Innovation & improvement	Micro innovation	This course may focus on developing and implementing micro innovations, understanding how these incremental changes can have a profound impact on overall efficiency and service delivery. This may also include modules on identifying opportunities for improvement,	Online	iGOT	CBC to create a course in collaboration with IIM A	3h	L2	Q4	



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Remarks
			and delve into various techniques to foster a culture of continuous improvement.							
Behavioural	Whole of government thinking	Whole of government thinking	This course may focus on inculcating Global Mindset, PEST (Political, Economic, Social, Technological) Consciousness and Systems thinking.			CBC to curate course	2h	L1	Q4	

5.1.5 Suggested Domain Courses

Table 31: Suggested Domain Courses

Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
Building strategic human resource capacity in public administration		Strategic Human Resource Management	<ol style="list-style-type: none"> 1. Designing Human Resource Systems for Sustained Competitive Advantage 2. Managing Professionals: Strategic Challenges 3. Strategic HR Diagnosis 4. Organizational Strategy and HRM 5. Managing Technology Platforms: Strategic HR Agenda 6. Flexi Working: Strategic HR Agenda 	Advanced	<ul style="list-style-type: none"> • Course available with XLRI • DoPT to work back with identified institutes for customization of courses as per Department's requirements • Physical training available with IIPA, instructor Dr. Neetu Jain (IIPA) 	-
Performance Management	Personnel Policy wing	Advanced course content on performance management for Establishment wing	<ol style="list-style-type: none"> 1. To formulate and amend policies and procedures for performance management of Central services 2. Develop mechanisms for preparation and maintenance of APARs (key components, procedures for filling APAR, frequency, mechanism for review and approval) 	Advanced	NAIR to collaborate with DoPT for customization of L2 courses on "Performance management" as per department's standards	Based on the course content and the number of learners decision on developing "Performance



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
	Personnel Policy Wing & CS wing	Building a Performance Management System	This course may be focussed on teaching HR leaders how to build effective performance management programs to propel their organizations forward.	Advanced	<ul style="list-style-type: none"> Course available with XLRI DoPT to work back with identified institutes for customization of courses as per Department's requirements Physical training available with IIPA, instructor Dr. Neetu Jain (IIPA) 	Management" as a common course or wing-specific course is needed to be taken by ISTM along with the concerned wings.
	Personnel Policy Wing & CS wing	The Essentials of Feedback & Performance Management	<ol style="list-style-type: none"> communication skills for giving and receiving feedback from coaching to performance review Continuous feedback and performance management system 	Advanced	<ul style="list-style-type: none"> Course available with XLRI DoPT to work back with identified institutes for customization of courses as per Department's requirements Physical training available with IIPA, instructor Dr. Neetu Jain (IIPA) 	
	Personnel Policy Wing & CS wing	Performance Management For Supervisors	<ol style="list-style-type: none"> Process of performance management Goal setting Role of a Supervisor Having difficult conversations 	Advanced	<ul style="list-style-type: none"> National Academy of Indian Railways has an L1 course available on "performance management" Physical training available with IIPA, instructor Dr. Neetu Jain (IIPA) 	
	Personnel Policy Wing & CS wing	Advanced course content on performance management for CS wing	<ol style="list-style-type: none"> Ensuring management and administration of Annual Performance Appraisal Reports (APARs) for web based cadre management of all CSS cadre officers, CSSS officers and CSCS cadre officers Facilitating review and approval of the forms on SPARROW and handling representation cases of CSS officers, CSSS officers and CSCS officers 	Advanced	<ul style="list-style-type: none"> XLRI can customize the content Other institutes like ISB & IIMs DoPT to work back with identified institutes for customization of courses as per Department's requirements 	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
Training and development	Training & CS wing	Creating a Culture of Learning	<ol style="list-style-type: none"> 1.Importance of learning culture 2.Steps for embracing and engaging learning culture 3.Driving learning initiatives 4.Collaboration with external training bodies 	Advanced	<ul style="list-style-type: none"> • XLRI can be onboarded to create a customised course on “Training and Development” based on Department’s requirements • Physical training available with IIPA, instructor Dr. Neetu Jain (IIPA) 	Based on the course content and the number of learners decision on developing "Training and Development" as a common course or wing-specific course is needed to be taken by ISTM along with the concerned wings.
	Training & CS wing	Designing an L&D Strategy to power Digital Transformations	<p>This course may cover</p> <ol style="list-style-type: none"> 1. Role Analysis & Competency mapping in a digitally evolving organization 2. 70-20-10 learning framework 3. The start line for L&D in a transformation context 4. Add wings to L&D strategy 	Advanced	<ul style="list-style-type: none"> • LBSNAA can support in creating a course on L&D Strategy for digital transformation • XLRI and other institutes like ISB, IIMs • DoPT to work back with identified institutes for customization of courses as per Department's requirements • Physical training available with IIPA, instructor Dr. Neetu Jain (IIPA) 	
	Training wing	Strategic Partnerships	<ol style="list-style-type: none"> 1. Define a strategic partnership. 2. Identify the three laws to successful business combinations. 3. Describe the five steps to a good partnership. 4. Determine how many partners you need. 5. Define partnership terms. 6. Evaluate how to manage partnership life 	Advanced	<ul style="list-style-type: none"> • Course available with XLRI • DoPT to work back with identified institutes for customization of courses as per Department's requirements 	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
	Training wing	Build a Personal Learning Plan	<ol style="list-style-type: none"> 1. Defining individual learning objectives and motivations 2. Determining required skills 3. Identifying learning preference 4. Create a learning action plan and following it 	Advanced	<ul style="list-style-type: none"> • Course available with XLRI • DoPT to work back with identified institutes for customization of courses as per Department's requirements • Physical training available with IIPA, instructor Dr. Neetu Jain (IIPA) 	
	SV wing	Advanced training content on training for SV wing	<p>Course Module may include details on:</p> <ol style="list-style-type: none"> 1. Administration of mandatory mid-career training of IAS officers 2. In-depth understanding of rules pertaining to mandatory Mid-Career Training of IAS officers and ensuring compliance 3. Understanding and working knowledge of Indian Administrative Service (Appointment by Promotion) Regulations, 1955 4. Using latest technology in training delivery 5. Global Trends in training and development 	Advanced	<ul style="list-style-type: none"> • Course available with XLRI • DoPT to work back with identified institutes for customization of courses as per Department's requirements 	
	Training wing	Creating a Culture of Learning	<ol style="list-style-type: none"> 1. Importance of learning culture 2. Steps for embracing and engaging learning culture 	Basic	<ul style="list-style-type: none"> • Course available with XLRI • ISTM to work back with identified institutes for customization of courses as per Department's requirements • Physical training available with IIPA, instructor Dr. Neetu Jain (IIPA) 	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
	Training & CS wing	Stakeholder Management & Engagement	This course may be aimed at how to identify and understand stakeholders, create win-win outcomes, and develop a stakeholder communication plan.	Advanced	<ul style="list-style-type: none"> Course available with XLRI DoPT to work back with identified institutes for customization of courses as per Department's requirements 	
Handling appointment matters	EO, Personnel Policy, CS, SV and AT, CRD, IR wing	Human Resources: Strategic Workforce Planning	This course may be focussed on strategic Human resource planning through how to build a talent inventory, forecast the internal and external supply of labour, and approach succession planning. Plus, it may also focus on explaining how to tackle talent management effectively.	Advanced	<ul style="list-style-type: none"> National Academy of Indian Railways has an L1 course on "workforce planning" "Strategic workforce planning" course available with XLRI DoPT to work back with identified institutes for customization of courses as per Department's requirements 	Based on the course content and the number of learners decision on developing "Handling Appointment Matters" as a common course or wing-specific course is needed to be taken by ISTM along with the concerned wings.
	AT CRD IR	Basic course on handling appointment matters for AT CRD IR wing	Course content may contain: <ol style="list-style-type: none"> Understanding about appointment of chairman / members Understanding of Policy for engagement of retired Government servants as Consultants/ Advisors Understanding of Policy of cadre review of Central Civil Services / Cadres Understanding of ACP/MACP Scheme 	Basic	ISTM offers a course on "Assured Career Progress (ACP)/ Modified ACP".	
	Service and Vigilance Wing	Basic course content on handling appointment matters for SV wing	The course content may include: <ol style="list-style-type: none"> Understanding of various rules regarding recruitment and appointment of IAS. Understanding of verification of character and antecedents Understanding of probation rules for AIS officers 	Basic	ISTM is developing a course on "Framing of Recruitment Rules"	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
	Personnel Policy wing	Basic course content on handling appointment matters for Establishment wing	<p>1. Understanding and working knowledge of policy relating to grant of extension and re-employment to Government servants, Transfer Policy of non-AIS officers, Policy related to Recruitment Examinations conducted by SSC, UPSC; Other Personnel Management Policies (Lateral Entry in Govt., Status of Women in Central Government; Lien, Probation, Confirmation; Daily Wage Casual Labourers); other policies on service condition (Retirement, extension, re-employment)</p> <p>2. Understanding and working knowledge of rules (Central Civil Services (Classification, Control and Appeal) Rules, 1965; Central Civil Services (Conduct) Rules, 1964 (Updated); CCS (Temporary Service) Rules, 1965; Medical Examination Rules, 1957; Recruitment Rules (RR); FR 22, 49, 56)</p>	Basic	ISTM offers a course on "Medical Examination Rules, 1957"	
	CS wing	Basic course content on handling appointment matters for CS wing	<p>1. Knowledge of Central Secretariat Service Rules, 2009; CSS Regulations made under CSS Rules 2009; CSSS Rules, 2010; CSSS Regulations made under CSSS Rules 2010; Central Secretariat Clerical Service Rules, 1962; CSCS Regulations made under CSCS Rules 1962</p> <p>2. Knowledge of other rules applicable to CSS, CSSS and CSCS division- Central Civil Services (Classification, Control and Appeal) Rules, 1965; Central Civil Services (Conduct) Rules, 1964 (Updated); Central Civil Services (Leave Rules), 1972; Central Civil Services (Leave Travel Concession) Rules, 1988; CCS (Pension) Rules, 2021; FR&SR, 1956</p>	Basic	ISTM to curate course along with identified SME	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
	EO wing	Basic course content on handling appointment matters for EO wing	<ol style="list-style-type: none"> 1. Knowledge and understanding of Central Staffing Scheme, 1996; Non-CSS Schemes; AIS tenure Policy 2. Knowledge and understanding of AIS (DCRB) Rules, 1958; AIS (PAR) Rules, 2007; AIS (CR) Rules, 1970 3. Knowledge and understanding of Nationalized Banks (Management and miscellaneous provisions) Scheme, 1970; Nationalized Banks (Management and miscellaneous provisions) Scheme, 1980 	Basic	ISTM to curate course along with identified SME	
	AT CRD IR wing	Advanced course on handling appointments for AT CRD IR wing	<p>Course content may include:</p> <ol style="list-style-type: none"> 1. Gaining comprehension and overseeing the progress of the DoPT annual report, office procedures, and induction manual. 2. Monitoring processes for meeting deadlines of appointments 3. Reviewing and updating of current procedures pertaining to the formulation, amendment, or relaxation of Recruitment Rules (RRS). 	Advanced	DoPT to curate course along with identified SME	
	Service and Vigilance Wing	Advanced course content on handling appointment matters for SV Wing	<p>Course content may include:</p> <ol style="list-style-type: none"> 1. Supervision for preparation and review of letter being addressed to Chief Secretaries/Principal Secretaries (Peers/GAD) 2. Ensuring compliance to rules regarding ad-hoc Appointment/ Promotion 4. Ensuring management of processes as per guidelines for promotion to various grades of IAS/ IPS/ IFS 	Advanced	DoPT to curate course along with identified SME	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
	Personnel Policy wing	Advanced course content on handling appointment matters for Establishment wing	<ol style="list-style-type: none"> 1. Framing and amendment of policies related to appointment by direct recruitment, lateral entry, promotion, deputation / absorption and framing of Recruitment Rules for all Group A and B officers 2. Supervising and elimination of delay in issuing offers of appointment to candidates selected by Union Public Service Commission (UPSC) 3. Ensuring timely and advance action in filling up of the Direct Recruitment (DR) vacancies 	Advanced	DoPT to curate course along with identified SME	
	CS wing	Advanced course content on handling appointment matters for CS wing	<ol style="list-style-type: none"> 1. End to end process understanding and handling of appointment through direct recruitment, promotion, seniority, deputation / absorption of all CSS cadre officers, CSSS cadre employees and CSCS cadre employees. 2. Handling of PBRR, ensuring vigilance clearance, conducting DPC meetings, obtaining approval of DPC recommendations of DPC by competent authorities, issuing zones and preparation selection list of all CSCS cadre employees, Common Seniority List (CSL) of Steno D, Seniority Quota and LDCE Quota Select Lists of PA and PS grades, Select Lists of PPS, Sr PPS and PSO cadre employees, Common Seniority List (CSL) of ASO, Seniority Quota and LDCE Quota Select Lists of SO, Select Lists of US and above officers 	Advanced	DoPT to curate course along with identified SME	



Capacity Building Plan-DoPT

Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
	EO wing	Advanced course content on handling appointment matters for EO wing	<ol style="list-style-type: none"> 1. Knowledge of processing proposals, analysing proposals from State Governments for placement of officers, constitution and review of expert panels, holding CSB meetings, seeking approvals for ACC, granting NOCs and issuing orders for empanelment 2. Ensuring maintenance and updating of records of IAS officers and Group A service officers working in the centre and CSS scheme for utilizing them for conducting appointments 3. Management of appointments at Deputy Secretary / Director, Private Secy., OSDs, in GoI under Central Staffing Scheme or Indian Missions Abroad 4. Handling appointments in CPSEs (Board Level), RBI (Governors and Deputy Governors), Financial Institutions including Banks and Insurance Companies (Board Level), Railway Board (Chairpersons and Members, GMs, Additional Members, and Higher Administrative Grade of Railway Services) 	Advanced	DoPT to curate course along with identified SME	
Multilateral Funding	Training	Basic course content on multilateral funding (external assistance for capacity building) for Training wing	<ol style="list-style-type: none"> 1. Understanding and working knowledge on GFR and DFPR 2. Implementation of training programs 3. Knowledge regarding World Bank loan agreement and guidelines for foreign funding for training programs 4. Handbook preparation on project and loan agreement 	Basic	<ul style="list-style-type: none"> • "Multilateral funding" course available with LBSNAA • ISTM to work back with LBSNAA for customization of courses as per Department's requirements 	
	Training	Advanced course content on multilateral funding (external assistance for capacity building)	<ol style="list-style-type: none"> 1. Overseeing the management of multilateral funds, including loans, grants, or technical assistance, for capacity building of government servants. This involves tasks such as proposal preparation, negotiation and approval seeking, fund allocation 	Advanced	<ul style="list-style-type: none"> • "Multilateral funding" advanced course available with LBSNAA • DoPT to work back with LBSNAA for customization of courses as per Department's requirements 	-



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
		building) for Training wing	and monitoring, and ensuring effective implementation of the program. 2. Monitoring and evaluation of the training programmes 3. Developing a strategic approach for project preparation and conducting negotiations for securing a loan			
Leave Rules	Service and Vigilance Wing	Advanced course content on Leave Rules for SV wing	Course module may include: 1. Methods to formulate and administer policies regarding leaves for AIS officers in the Central Government 2. Understanding about All India Services (Leave) Rules, 1955; All India Services (Study Leave) Regulations, 1960 and ensuring compliance to these rules and regulations 3. Stakeholder management considering the Delegation of Power to the State Government and Ministries / Departments of the Government of India in cases of Members of All India Services Proceeding abroad on ex-India leave (excluding study leave)	Advanced	<ul style="list-style-type: none"> National Academy of Indian Railways has course available on "Leave Rules" DoPT to work back with NAIR for customization of courses as per Department's requirements 	-
Allowances and incentives	Service and Vigilance Wing	Basic course content on allowances and incentives for SV wing	<ol style="list-style-type: none"> Understanding of Pay matters Leave Travel Concession, House Rent Allowance, Dearness Allowance, Travelling Allowance of IAS/ IPS/ IFS Knowledge about matters related to House Building Advance, Group Insurance Knowledge about special allowances granted to AIS officers working in North-East Region, Incentive For Acquiring Fresh Higher Educational Qualifications, Incentive to Sportsperson 	Basic	ISTM to curate course along with identified SME	Based on the course content and the number of learners decision on developing "Allowances and Incentives" as a common course or wing-specific course



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
		Basic course content on allowances and incentives for SV wing	1. Knowledge about Central Civil Services (Classification, Control and Appeal) Rules, 1965; Central Civil Services (Conduct) Rules, 1964 (Updated); CCS (Pay) Rules, 2016; FR 22, 49, 56; Central Civil Services (Fixation of Pay of Re-employed Pensioners) Orders, 1986 and other related Orders 2. knowledge regarding delegation of Power to the State Government and Ministries / Departments of the Government of India in cases of Members of All India Services Proceeding abroad on ex-India leave (excluding study leave)	Basic	ISTM to curate course along with identified SME	is needed to be taken by ISTM along with the concerned wing.
		Advanced course content on allowances and incentives for SV wing	Course may include details about: 1. Seeking clarifications on matters related to delayed payment of Gratuity 2. Formulating and timely revisiting policies regarding providing incentives for IAS officers 3. Understanding of and ensuring simplification of procedure for payment of insurance/saving fund to the members of the All India Services on their retirement/death under the All India Services(Group Insurance) Rules, 1981	Advanced	DoPT to curate course along with identified SME	
		Advanced course content on allowances and incentives for SV wing	1. Knowledge of various incentives and allowance for sportsperson, acquiring fresh higher education, working in north east etc 2. Developing a mechanism for overseeing the allocation of incentives and allowances for eligible candidates and ensuring appropriate distribution	Advanced	DoPT to curate course along with identified SME	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
Cadre Review	AT CRD IR	Advanced course on Cadre Review for AT CRD IR wing	Course content may include 1. Policy framing for cadre review 2. Reviewing and revising (whenever required) consolidated guidelines Central Group 'A' Services dated 14.12.2010 and 30.09.2022 3. Statistical analysis usage in Cadre review 4. Supervising and reviewing letters being addressed to chief Secretaries/Principal Secretaries (Pers. / GAD)	Advanced	DoPT to curate course along with identified SME	-
Conduct and Disciplinary matters	SV Wing	Advanced course content on conduct and disciplinary matters for SV wing	Course module may include: 1. Knowledge and compliance about policy regarding disciplinary matters of IAS officers 2. Knowledge and compliance of acts/ rules and ensuring compliance - Prevention of Corruption Act, 1988; All India Services (Conduct) Rules, 1968; All India Services (Discipline and Appeal) Rules, 1969	Advanced	DoPT to curate course along with identified SME	Based on the course content and the number of learners decision on developing "Conduct and Disciplinary matters" as a common course or wing-specific course is needed to be taken by ISTM along with the concerned wings.
	Personnel Policy wing	Advanced course content on conduct and disciplinary matters for Establishment wing	1. Framing and amendment of conduct rules for non-AIS officers 2. Ensuring compliance to vigilance manual, allocation and transaction of business rules, constitutional provisions and power of delegation	Advanced	DoPT to curate course along with identified SME	
Court case management	AT CRD IR	Basics of Court Case management	1. Understanding of LIMBS portal 2. Monitoring and analysis of cases (disputes and complaints) of institution, disposal and pendency in the Central Administrative Tribunal (CAT)	Basic	• Physical training available with IIPA, instructor Dr. Sapna Chadha (IIPA)	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
		Advanced course on court case management for AT CRD IR wing	This module may include: 1. Supervisory responsibilities concerning court cases filed by Members, Officers / Officials of CAT 2.. Building Institutional memory for Court case management procedures	Advanced	• Physical training available with IIPA, instructor Dr. Sapna Chadha (IIPA)	-
Disciplinary proceedings	AT, CRD, IR	Advanced course on disciplinary proceedings for AT CRD IR wing	Course content may include: 1. End to end disciplinary cases management and building institutional memory for disciplinary cases of past 2. Monitoring of complaints against functioning of CAT 3. Maintaining up-to-date knowledge of the guidelines periodically issued by the Central Vigilance Commission (CVC).	Advanced	• Physical training available with IIPA, instructor Dr. Sapna Chadha (IIPA)	Based on the course content and the number of learners decision on developing "Disciplinary Proceedings" as a common course or wing-specific course is needed to be taken by ISTM along with the concerned wings.
	SV	Advanced course on disciplinary proceedings for SV Wing	Course content to include: 1.Supervision regarding disciplinary matters of IAS officers 2. Monitoring of conduct rules for AIS officers and provide suggestions for improvements 3. Supervision of appeals/ Memorials in respect of services conditions of IAS officers, except CR/ PAR (Rules)	Advanced	• Physical training available with IIPA, instructor Dr. Sapna Chadha (IIPA)	
	Admin	Advanced course on disciplinary proceedings for Administration wing	Course content to include: 1. Reviewing and handling of disciplinary proposals and proceedings against all Group B officers of DoPT including Appeal/ Revision/Review Petition filed by them 2. Monitoring of proposals and management of complaints against all DoPT employees 3. Ensuring timely issuance of sanctions for prosecution of all Group B DoPT officers	Advanced	• Physical training available with IIPA, instructor Dr. Sapna Chadha (IIPA)	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
			4. Reviewing proposals against penalty / suspension of all Group B DoPT officers			
Event Management	Admin	Basics of event management	<ol style="list-style-type: none"> 1. Facilitation of events like sports, and cultural events for central government employees and immediate family members 2. Planning and implementation of mechanisms for staff welfare 3. Ensuring access to sports facilities for dependents of employees; Participation of employees and their families 4. Provisions to provide financial assistance for augmentation of recreational facilities 	Basic	ISTM to curate course along with identified SME	
Formulation of Employee Welfare schemes	Admin	Basic course content on formulation of employee welfare schemes for Administration wing	<ol style="list-style-type: none"> 1. Understanding of Central Secretariat Service Rules, 2009; Central Civil Services (Conduct) Rules, 1964 (Updated); CL & SCL Rules (Casual Leaves & Special Casual Leave Rules); General Financial Rules, 2017 2. Understanding of vigilance, induction and office procedure manuals 3. Knowledge of recruitment rules 	Basic	<ul style="list-style-type: none"> • Physical training available with IIPA, instructor Dr. Sapna Chadha (IIPA) 	
	Admin	Advanced course content on formulation of employee welfare schemes for Administration wing	<ol style="list-style-type: none"> 1. Framing of policies and schemes for promoting employee welfare measures through cultural sports, sports and recreational measures for DoPT employees 2. Monitoring of the schemes and providing guidance in cases of scheme revisions 	Advanced	DoPT to curate course along with identified SME	Based on the course content and the number of learners decision on developing "Handling Administrative



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
Handling administrative matters	AT, CRD, IR	Basic course on recruitment rules knowledge for AT CRD IR wing	This course may include the knowledge on information related to: 1. Model Recruitment Rules 2. Working knowledge and understanding of power of delegation for handling administration matters for AT CRD IR wing	Basic	• Physical training available with IIPA, instructor Dr. Saket Bihari/ Dr. Surabhi Pandey (IIPA)	Matters" as a common course or wing-specific course is needed to be taken by ISTM along with the concerned wings.
	Training	Basic course content on handling administration matters for Training wing	1. Understanding and management of administrative, budget, infrastructural and financial matters of DoPT attached and subordinate bodies (ISTM, LBSNAA, IIPA, CBC). 2. Understanding and working knowledge on establishment and administrative rules, financial rules (GFR, DFPR)	Basic	• Physical training available with IIPA, instructor Dr. Saket Bihari/ Dr. Surabhi Pandey (IIPA)	
	Personnel Policy wing	Basic course content on handling administration matters for Establishment wing	1. Understanding and working knowledge of - GFR, 2017; FR 22, 49, 56; Article 317 (1) of the Constitution; Recruitment Rules (RR) 2. Understanding and preparation of annual report, office procedure manual.	Basic	• Physical training available with IIPA, instructor Dr. Saket Bihari/ Dr. Surabhi Pandey/ Dr. Amit Singh (IIPA)	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
	Admin	Basic course content on handling administration matters for Administration wing	<ol style="list-style-type: none"> 1. Knowledge and management of appointment through direct recruitment, promotion, seniority, compassionate appointment, deputation, sanctioning of leaves, pensionary benefits, medical claims, training, pay matters and allowances and other benefits of all DoPT employees 2. Responsibility of seeking timely approvals for creation / abolition / continuance of posts in DoPT 3. Understanding of acts related to LTC, AIS rules, Central Civil Services (CCA) Rules, 1965; Central Civil Services (Conduct) Rules, 1964 (Updated); Central Civil Services (Leave Rules); Central Civil Services (Leave Travel Concession) Rules, 1988; CL & SCL Rules (Casual Leaves & Special Casual Leave Rules); CSS/CSSS/CSCS Rules; general financial rules etc 	Basic	<ul style="list-style-type: none"> • Physical training available with IIPA, instructor Dr. Saket Bihari/ Dr. Surabhi Pandey/ Dr. Amit Singh (IIPA) 	
	AT CRD IR	Advanced course on handling administration matters for AT CRD IR wing	<p>Course content may include:</p> <ol style="list-style-type: none"> 1. Supervision and monitoring of effective handling of administrative matters of CIC including appointment of Chief Information Commissioner and Information Commissioners in the Central Information Commission. 2. Managing stakeholders as per power of delegation for handling administration matters for AT CRD IR wing 	Advanced	<ul style="list-style-type: none"> • Physical training available with IIPA, instructor Dr. Sapna Chadha (IIPA) 	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
	Training	Advanced course content on handling administration matters for Training wing	<ol style="list-style-type: none"> 1. Strategizing procurement and budget plans 2. Knowledge of guidelines issued by Ministry of Finance and guidelines for budget preparation 3. Reviewing budget preparation and implementation as per the budget guidelines 4. Developing framework for tracking and monitoring the utilization of budgetary resources. 5. Ensuring adherence to the procurement manual guidelines 	Advanced	DoPT to curate course along with identified SME	
	Personnel Policy wing	Advanced course content on handling administration matters for Establishment wing	<ol style="list-style-type: none"> 1. To formulate and administer policies related to appointment and service conditions of Members and Chairpersons of the Govt. recruitment agencies 	Advanced	DoPT to curate course along with identified SME	
	Admin	Advanced course content on handling matters for Administration wing	<ol style="list-style-type: none"> 1. Provide guidance in development of social media framework and guidelines 2. Ensuring compliance to vigilance, procurement and office procedure manual 3. In-depth understanding of rules regarding appointment of Personal staff of Minister; Guidelines for engagement of retired Government servants as Consultants/ Advisors 4. Guide stakeholders on of Procedure for appointment of Chief Vigilance Officers (CVOs) in Central Public Sector Enterprises (CPSEs) and other organizations under central Ministries/ Departments 5. Ensuring compliance to Oms / Timelines / DFPRs / GFRs of M/o Finance 	Advanced	DoPT to curate course along with identified SME	



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Identified domain competencies	Applicable wing	Suggested Course name	Wing wise Course Objective	Level	Suggested Course provider	Remarks
RTI Rules	AT, CRD, IR	Advanced course on handling RTI matters	<p>Course content should include:</p> <ol style="list-style-type: none"> 1. Strategizing effective implementation of RTI Act including supervision of assigning of RTI queries to relevant divisions / departments, supervising disclosure of information in timely manner periodically for disseminating guidelines for Suo-moto / proactive disclosure of information as prescribed in the RTI act 2. Supervision and effective management of 'RTI Online' portal and associated issues for enabling Indian Citizens to file online RTI applications and first appeals 3. Suggestive improvements in RTI portal and RTI process handling 4. Building Citizen centric mindset for RTI handling within the wing 	Advanced	<ul style="list-style-type: none"> • Physical training available with IIPA, instructor Dr. Sapna Chadha (IIPA) 	-
Vigilance clearance	Service and Vigilance Wing	Basic course content on vigilance clearance	<ol style="list-style-type: none"> 1. Process concerning reviewing vigilance status of IAS officers in Vigilance Information System and grants vigilance clearance to IAS officers, other Group A officers and CSS & CSSS officers for the purpose of empanelment / deputation / training and other purposes as per extant guidelines 2. Knowledge and understanding of CVC Act 2003; Prevention of Corruption Act, 1988; Central Civil Services (Conduct) Rules, 1964 (Updated) 	Basic	ISTM to curate course along with identified SME	



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5.1.6 Functional and Behavioural Training calendar for CSSS staff

Table 32: Behavioural and Functional Training calendar for CSSS staff

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Functional	Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.	Online	iGOT	WITP	2h 20 m	L2	Q1	02:20	All positions
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	This course provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications	Online	iGOT	Invest India	25 min	L1	Q2	00:25	All positions



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Functional	Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates	Online	iGOT	Microsoft	3h 17m	L2	Q2	03:17	All positions
Functional	Digital Fluency	Microsoft Word Beginners	This course focuses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	3h	L2	Q2	02:56	All positions
Functional	Data Analytics	Data Driven Decision Making For Government	This course aims at building awareness of Data Science and Analytics and data visualization tools among government officials enabling them to make informed data-driven decisions thereby impacting lives for the social good	Online	iGOT	WITP	2h 30m	L2	Q2	02:30	All positions



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It teaches about how to identify phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q2	01:15	All positions
Functional	Office management	Office Procedure	This course will guide about office procedures. It gives an overview about: <ul style="list-style-type: none"> • File management system • Management of DAK • Decision making in government • Record management 	Online	iGOT	ISTM	2h 17m	L2	Q2	02:17	All positions
Functional	Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/basic layouts etc.	Online	iGOT	Microsoft	7h	L2	Q1	07:03	All positions
Functional	Official language knowledge	Rajbhasha Hindi	This modules provides an overview of Rajbhasha adhinyam, 1963.	Online	iGOT	FCI	23m	L1	Q3	00:23	All positions



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application based threats and mitigations	Online	iGOT	Microsoft	2h 22m	L2	Q3	02:22	All positions
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity- spontaneous speaking or planned presentation.	Online	iGOT	GSITI	1h 25m	L1	Q3	01:25	All positions



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Functional	Cyber awareness	Stay Safe in Cyber Space	he aim of this course designed by I4C, MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (Go). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cyber crime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.	Online	iGOT	i4C	1h 16m	L1	Q4	01:16	All positions
Functional	e-Office	e-Office	Course on operating e-office efficiently	Online	iGOT	course being developed by NIC	1h	L1	Q4	01:00	All positions



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and retention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	Q1	01:51	All positions



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Behavioural	Result orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management in order to improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.	Online	iGOT	IIPA	3h 11m	L2	Q1	03:11	Private Secretary, Principal Private Secretary, Principal Staff Officer, Senior Principal Private Secretary
Behavioural	Stress Management	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	Art of Living	1h 16m	L1	Q1	01:16	All positions
Behavioural	Stress Management	Increasing your Emotional Quotient	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.	Online	iGOT	Art of Living	1h 7m	L1	Q1	1:07	All positions



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication.	Online	iGOT	IIMB	5h 34m	L2	Q2	05:34	All positions
Behavioural	Result Orientation	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals.	Online	iGOT	DoPT	40m	L1	Q2	00:40	Private Secretary, Principal Private Secretary, Principal Staff Officer, Senior Principal Private Secretary



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Behavioural	Decision Making	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	Q3	00:35	Principal Private Secretary, Principal Staff Officer, Senior Principal Private Secretary
Behavioural	Time management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects	Online	iGOT	DoPT	1h 15 m	L1	Q3	01:15	All positions
Behavioural	Stress Management	Yoga for Excellence	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life	Online	iGOT	Art of Living	1h 11m	L1	Q4	01:11	All positions



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
			transforming Padmasadhana and Suryanamaskar.								
Behavioural	Team Work	Team work and Collaboration	This course may focus on building a strong foundation of teamwork and collaboration within organization.	Online		Course to be developed by CBC	1h	L1	Q4	01:00	All positions
Behavioural	Learning Agility	Learning agility	The course may focus on providing a better understanding about learning agility, as well as best practices how to improve learning ability in an agile way, effectively and efficiently.	Online		Course to be developed by CBC	1h	L1	Q4	01:00	All positions
Behavioural	Stakeholder Management	Stakeholder Management	This course may offer a comprehensive overview of stakeholder management approaches and techniques. This course should focus on the key skills in identifying and analyzing stakeholders, understanding their needs and expectations, planning collaboration, and helping stakeholders navigate organizational change.	Online		CBC shall curate course	3h	L1	Q4	03:00	Principal Staff Officer, Senior Principal Private Secretary



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Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline	Time Revised	Applicable position
Behavioural	Motivation	Understanding Motivation	By the end of this course, the learners will be able to understand the concept of motivation from the lens of various theories. They will be able to explore the questions like why people do what they do, what is the role of a leader in motivating and demotivating others and how the design of the jobs plays a role in motivation.	Online	iGOT	LBSNAA	1h 35m	L1	Q2	01:35	Principal Staff Officer, Senior Principal Private Secretary

The CBU of the Department shall monitor the implementation of the training plan using the framework detailed as follows:



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Table 33: Monitoring and evaluation framework

S.No	Course Name	Institute Name/ Platform	Course Duration	Recommended Participation - Designations (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Planned completion period (Q1, Q2 etc.)	Actual completion period (Q1, Q2 etc.)	Source of Data (attendance sheet, iGOT records, etc.)	General Feedback for the Course
1										
2										
3										
4										
5										

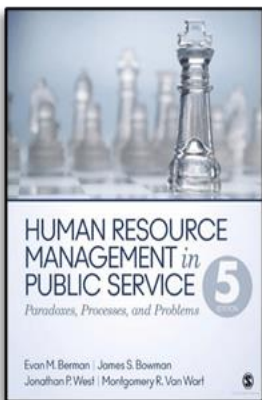
Completion of training courses on iGOT can be monitored by the CBU through the MDO Admin log- in credentials provided by the Karmayogi Bharat Team to the Department.

5.2 Recommended books and Ted talks

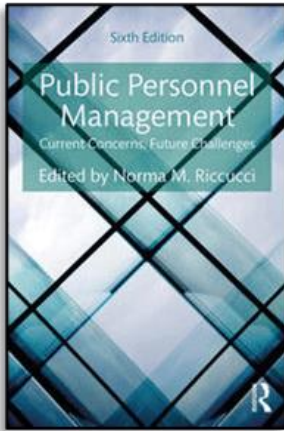
Books and TED Talks are powerful resources for building competencies and developing skills. Some of the ways in which books and TED Talks can be important for competency building are:

- **Access to expertise:** Books and TED Talks are often written or delivered by experts in a particular field or domain. By reading books or watching TED Talks, individuals would gain access to the knowledge and expertise of these experts, which would help them develop competencies in a specific area
- **Exposure to different perspectives:** Books and TED Talks would expose individuals to different perspectives and ideas, which would broaden their understanding and help them develop critical thinking skills. This exposure to new ideas and perspectives will also help individuals identify areas for growth and development.
- **Self-directed learning:** Books and TED Talks can be consumed at an individual's own pace and on their own schedule, which makes them a convenient tool for self-directed learning. This is particularly important for individuals who have limited access to formal training or who prefer to learn independently.
- **Inspiration and motivation:** Books and TED Talks are a source of inspiration and motivation for individuals, helping them to stay engaged and committed to their learning goals. By exposing individuals to stories of success and accomplishment, books and TED Talks can also help build confidence and self-efficacy.

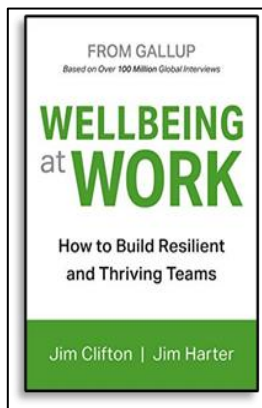
5.2.1 Recommended Books



Human Resource Management in Public Service: Paradoxes, Processes, and Problems offers managers and aspiring managers a thorough, provocative, and award-winning coverage of the complex issues of management in the public sector, from both employee and managerial viewpoints. Combining more than 100 years of professional and academic experience, authors Evan M. Berman, James S. Bowman, Jonathan P. West, and Montgomery Van Wart have created user-friendly and accessible material by highlighting dilemmas, challenging readers to resolve them, and enticing them to go beyond the text to discover and confront other dilemmas. Grounded in real public service experiences, the book emphasizes hands-on skill building and problem solving. Continuing the award-winning tradition of previous editions, this Fifth Edition covers all the stages of the employment process, including recruitment, selection, training, legal rights and responsibilities, compensation, and appraisal.



Public Personnel Management has served as an essential, concise reader for public personnel and human resource management courses in the fields of public administration, political science, and public policy over the last 25 years. Now in an extensively revised sixth edition, **Public Personnel Management** presents new, original chapters to examine developments of interest to researchers and practitioners alike, including: remote working, cybersecurity, public service motivation, the abandonment of traditional civil service at the state and local levels, the Affordable Care Act and its implications for practice, pension systems and labour relations, affirmative action, social equity, legislation surrounding LGBT rights, and – as the field of public personnel management becomes more internationalized – a chapter addressing public personnel management across Europe. This careful and thoughtful overhaul will ensure that **Public Personnel Management** remains a field-defining book for the next 25 years.



Coauthored by Gallup’s CEO and its Chief Workplace Scientist, **Wellbeing at Work** explores the five key elements of wellbeing — career, social, financial, physical and community — and how organizations can help employees and teams thrive in those elements. The book also gives leaders ideas and action items to help employees use their innate talents and strengths to thrive in each of the wellbeing elements. And **Wellbeing at Work** introduces a metric to report a person’s best possible life: Gallup Net Thriving, which will become the “other stock price” for organizations

5.2.2 Recommended Ted Talks



How is the world of work changing and how should we set ourselves and our organizations up for success? Talent is transforming, there is fear of AI and automation taking jobs., change is accelerating, work and life are integrating, and leadership is evolving. In this talk Jacob explores how employees, leaders, and organizations are evolving and what that means for all of us.

https://youtu.be/ndVLq_OSLYo



Career analyst Dan Pink examines the puzzle of motivation, starting with a fact that social scientists know but most managers don't: Traditional rewards aren't always as effective as we think. Listen for illuminating stories -- and maybe, a way forward.

[Dan Pink: The puzzle of motivation | TED Talk](#)



Capacity Building Plan-DoPT



Traditional job interviews are stressful interrogations that can often exclude marginalized populations. Here's how psychologist and entrepreneur Gil Winch says we can rethink hiring, training, and onboarding to allow people to show their true potential.

[Gil Winch: How we can use the hiring process to bring out the best in people | TED Talk](#)



Humans have been coming up with ways to give constructive criticism for centuries, but somehow, we're still terrible at it. Cognitive psychologist LeeAnn Renninger shares a scientifically proven method for giving effective feedback.

[LeeAnn Renninger: The secret to giving great feedback | TED Talk](#)



Capacity Building Plan-DoPT




5.3 Organizational capacity building initiatives

To understand the competency needs at organizational levels, we engaged with employees through FGDs and one-one interactions to delve deeper and understand current organizational level challenges experienced by employees across the following areas:

- People
- Process
- Technology
- Policy


The following aspects were captured through the interactions and based on these identified challenges, organizational level interventions have been suggested across thematic areas of systems & processes, resources & assets, technology & data and personnel management to improve overall organizational effectiveness and achieve its strategic goals. The suggested interventions have been summarized in the table below:

Table 34: Organization Level Intervention

Dimension		Observed Challenge	Suggested interventions
	Systems and Processes	Process Improvement: Need improvement in existing systems and processes by digitizing routine work.	Utilize technology solutions to automate and streamline processes.
	Resources and Assets	Institutional memory: No mechanism to ensure passing of institutional memory/knowledge to new joiners	<ul style="list-style-type: none"> • Institutionalization of Induction process and Handing Over Taking Over Process: • Mentor/Buddy Program, Process walks throughs, Reading materials/ e-content for policies, act, and SoPs • Standardization of Handing over and taking over process with proper documentation and SOPs
	Technology and Data	Requirement of new technology such as Online platform for cadre review proposals.	Develop the application/software based on brainstorming session with the wing's employee.
		Limitation of technology software: Employee productivity is affected due to e-Office & e-HRMS software inefficiency	<ul style="list-style-type: none"> • Work on UX/UI of the software to make them more user friendly • Change management and capacity building to be followed post every update in these software



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Dimension		Observed Challenge	Suggested interventions
		Slow internet: Since most of the work are performed on digital platform, slow internet connectivity is a major challenge.	Upgrading internet infrastructure through investment in high-speed internet connections and network systems.
	Personnel Management	Refresher course/ optional training: More than 40% of the respondents have not attended any training program in the last 3 years Most of the trainings attended by the employees are mandatory training required for promotions	Periodic Trainings: Training need assessment must be done periodically and based on identified needs training interventions need to be institutionalized
		Job Rotation, Rewards, and recognition: Lack of rewards and recognition is impacting employee motivation and engagement levels	<ul style="list-style-type: none"> Creating a recognition program that celebrates employee achievement and contributions. Non-monetary rewards may be conceptualized to boost employee morale and instil sense of achievement in them
		<ul style="list-style-type: none"> Knowledge sharing within wings: Wings within DoPT do not get an opportunity to share ideas or best practices with each other Siloed working: Limited communication and interactions among employees from different wings leading to forming of silos and missed opportunities for collaborations to work together for the larger vision of the Department 	<ul style="list-style-type: none"> Creating a culture of knowledge sharing: Establish regular communication channel, such as weekly or monthly meetings to encourage teams to share updates and insights with other wings Centralized Communication platform: A platform which allows employees to share information, ask questions and collaborate with each other Know your peers: Department can encourage a culture of team by organizing group events and team building activities with employees across wings

5.4 Induction module for the Department

Induction is a critical component of enhancing organizational capacity, especially in the domain area. The intervention needs to be institutionalized as part of the onboarding process, providing new joinees with the information, skills, and resources they need to be successful in their new role. It improves productivity, compliance, retention, and culture, contributing to the overall success of the Department. Also, a well-designed induction module can also provide the right perspective to external stakeholders like other Ministries and Departments about the key functions of the Department for better coordination and collaboration. Proposed induction module for the Department is summarized below:



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Table 35: :Induction module for Department

S. No	Modules	Details	Duration
1.	Introduction to the Department of Personnel & Training (DoPT)	<ul style="list-style-type: none">• Overview of the department's mission, vision, and key functions• Introduction to the organizational structure of DoPT and key positions• Understanding of the role of DoPT in development and management of Human Resources of the Government• Focus on national priorities and citizen centricity	15 minutes
2.	Know your Wing	<ul style="list-style-type: none">• Overview on the wing, organization structure and key positions• Explanation of the wing's functions and responsibilities• Domain knowledge areas, Policies and Schemes, Acts & Regulation, Standard Operating Procedures and Guidelines to be referred for smooth functioning of the wing• Inter/intra wing convergence	20 minutes for each wing
3.	Ethics and Values	<ul style="list-style-type: none">• Understanding of the ethical values and principles that underpin public service delivery• Overview of the Code of Conduct for public servants and the need for ethical conduct in the workplace• Discussion on the importance of transparency, accountability, and integrity in public service delivery	10 Minutes
4.	Conclusion	<ul style="list-style-type: none">• Recap of the main points covered in the induction module• Call to action for new employees to apply what they've learned	10 Minutes



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6. Conclusion

The ACBP document shall act as the north star for the Department in planning and monitoring capacity building initiatives and help transition from rule-based approach to role-based approach. The Department's CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually.



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7 Annexures

7.1 CBU constitution letter

No. A-51/7/2022-Ad.I
Government of India
Ministry of Personnel, Public Grievances and Pensions
(Department of Personnel and Training)

North Block, New Delhi,
The 4th January, 2023

OFFICE ORDER

A Capacity Building Unit (CBU) comprising following officers of DoP&T, is, hereby, formed in consultation with Training Division, with immediate effect and till further orders to monitor Annual Capacity Building Plan under "Mission Karmayogi Programme" in this Department:-

- i. Ms. Rajul Bhatt, JS(Trg)
- ii. Dr. Kartik V. Hegadekatti, DS(e-HRMS)
- iii. Shri Vivek Sambharya, DS, IFD(MHA).

2. This CBU of DOPT will be assisted by the Coordination team comprising of the following:

S. No.	Wing/Divisional Heads	Officer in-charge under their control for CBU Coordination
1.	Shri Sriram Taranikanti, AS & FA	Shri Vivek Sambharya, DS(IFD)
2.	Ms. Deepti Umashankar, EO&AS	Shri Neeraj Sharma, SO(SM-III)
3.	Shri Rahul Singh, AS(S&V)	Shri Pankaj Gangwar, US(S&V – II)
4.	Ms. Rashmi Chowdhary, AS (CRD, IR & AT)	Shri Harmit Singh Pahuja, DS (CRD & AT)
5.	Shri Manoj Kumar Dwivedi, AS(Estt.)	Shri Sandeep Saxena, DS (Res-I)
6.	Shri Rajat Kumar, JS(CS&IC)	Shri Akash, ASO(CS-I)
7.	Ms. Rajul Bhatt, JS(Trg.)	Dr. Kartik V. Hegadekatti, DS (e-HRMS)
8.	Shri S. D. Sharma, JS(Admin)	Shri Surya Prakash, US (Admn.) <i>Will also coordinate on behalf of CBU with all Wings.</i>
9.	PESB	Shri Deepak Sajwan, DS (PESB)
10.	ISTM	Shri Moloy Sanyal, DS(Trg.)
11.	LBSNAA	<i>To be nominated</i>
12.	IIPA	<i>To be nominated</i>
13.	DoPT PMU	1. Ms. Priyanka Agarwal 2. Dr. Sunita Singh

3. The mandate of the CBU will broadly consist of following activities and follow-up action:-

- i. Assessment of competencies required through mapping role at each level,
- ii. Conduct a Division-wise HR Audit in collaboration with CBC to map existing competency gaps,
- iii. Co-relate, update and implement the Annual Capacity Building Plan (ACBP) for the Ministry in collaboration with CBC,



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- iv. Monitor and report the progress of implementation of ACBP in the Department to CBC,
 - v. Facilitation of training and non-training interventions for organizational capacity building in partnership with experts,
 - vi. Any other relevant issue.
4. All the Wing Heads are requested to send their inputs about the Capacity Building/Competencies of the Officers to this Division within a period of two weeks so that it may be compiled and draft plan could be presented to Secretary (P) for further directions.


24/01/2023

(Pradeep Kumar Saharawat)
Under Secretary to the Govt. of India
Tele No. 23094579

To

1. Ms. Deepti Umashankar, EO&AS, DoP&T, North Block, New Delhi.
2. Shri Sriram Taranikanti, AS & FA, MHA, North Block, New Delhi.
3. Ms. Rashmi Chowdhary, AS(CRD, IR & AT), DoP&T, North Block, New Delhi.
4. Shri Rahul Singh, AS(S&V), DoP&T, North Block, New Delhi.
5. Shri Manoj Kumar Dwivedi, AS(Estt.), DoP&T, North Block, New Delhi.
6. Shri Rajat Kumar, JS(CS&IC), DoP&T, North Block, New Delhi.
7. Shri S.D. Sharma, JS(Admn.), DoP&T, North Block, New Delhi.
8. Ms. Rajul Bhatt, JS(Training), DoP&T, Old JNU Campus, New Delhi.
9. Dr. Kartik V. Hegadekatti, DS(eHRMS), Old JNU Campus, New Delhi.
10. Sh. Vivek Sambharya, DS, IFD(MHA), North Block, New Delhi.
11. All the nominated Officers under Wing/Divisional Heads.
12. PSO to Secretary (P)/ PA to Dir (Admn.), DoP&T.
13. e-office Portal of DoP&T.
14. Personal file.



7.2 Finalized CNA questionnaire for the Department

Capacity Needs Assessment (CNA) Form

The form is intended to understand your current roles and responsibilities and competency requirements (Behavioral, Domain and Functional) to perform the role as well as suggestions for enhancing the capacity of the Department for future readiness.

1. Name of the employee:
2. Designation (Mark only one)
 - Secretary
 - Additional Secretary
 - Joint Secretary
 - Director
 - Deputy Secretary
 - Under Secretary
 - Section Officer
 - Assistant Section Officer
 - Senior Secretariat Assistant
 - Junior Secretariat Assistant
3. Please select the Division/ Section/ Wing/ Office you work for? (Mark only one)
 - Service & Vigilance
 - Establishment
 - Establishment Officer
 - Administration, Budget & Coordination
 - Welfare & Sports
 - Administrative Tribunal
 - Information Right
 - Cadre Review
 - SR, R&R and DC
 - Training
 - CS (I & II)
4. How long (in years) have you worked for DoPT? (Mark only one)
 - <1 year
 - 1-3 years
 - 4-5 years
 - 6-10 years



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- more than 10 years
5. How long (in years) have you worked in the same post: (Mark only one)
- <1 year
 - 1-2 years
 - 3-5 years
 - 6-8 years
 - More than 8 years
6. How many years of service is/are left before retirement? (Mark only one)
- <1 year
 - 1-2 years
 - 3-5 years
 - 6-8 years
 - More than 8 years

Roles & Responsibilities:

Nature:

Strategic Roles & Responsibilities: The activities with long term horizon or having significant impact on functioning of Ministry. For ex: Budget Planning, Policy Development, Goal settings for Employees, etc.

Routine Roles & Responsibilities: The activities that impact the day-to-day operations of the ministry. For ex: Grievance Redressal, Note taking, Salary processing; etc.

Frequency: Daily/ Monthly/ Quarterly/ Annually

7. Please list down your broad main roles and responsibilities.

a. 1st Roles & Responsibility:

Nature: Choose an item.

Frequency: Choose an item.

b. 2nd Roles & Responsibility:

Nature: Choose an item.

Frequency: Choose an item.

c. 3rd Roles & Responsibility:

Nature: Choose an item.

Frequency: Choose an item.

8. Please list other key roles and responsibilities (not listed above).



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Previous Trainings: Please answer the following three questions related to the last training that you attended

9. When was the last time you attended a training program? (Mark only one)

- < 3 months
- 3-6 months
- 7-12 months
- more than 1 year ago
- more than 3 years ago

10. Whether the above training was mandatory or optional: (Mark only one)

- Yes
- No

11. What was the duration of the training? (Mark only one)

- Less than a week
- Up to 4 weeks
- More than 4 weeks

12. List down the topics/areas/themes that you received training for.

13. What was the mode of the training programs? (Mark only one)

- Online
- Classroom
- Hybrid

14. Who was the provider/ institute for the last training session? (ISTM/LBSNAA/IIPA etc.)

15. Last training helped you in improving your work efficiency? (Mark only one)

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree



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Domain competencies:

These areas are specialized knowledge areas and skills specific to roles in DoPT (for example, Understanding Acts, policies, schemes, programmes, SOPs related to DoPT, HR Management, Service & Vigilance, Establishment, Administration & Welfare, Cadre Review, Training etc.)

16. 1st Domain Competency you feel, you require for the role.

17. Self-identified need regarding 1st Domain Competency

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need to develop the domain competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

18. 2nd Domain Competency you feel, you require for the role.

19. Self-identified need regarding 2nd Domain Competency

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need to develop the domain competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

20. 3rd Domain Competency you feel, you require for the role.

21. Self-identified need regarding 3rd Domain Competency

- I feel I exhibit the domain competency optimally in my work
- I feel I possess the domain competency but need support to implement it
- I feel I need to develop the domain competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

Functional Competencies:

These are operational requirements for the Department / Ministry towards seamless work. It encapsulates the common way of working across the Government of India. For example, Understanding and application for GFR, office procedures, project management, budgeting etc.



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Some of the key Functional competencies that may be required to perform your roles and activities efficiently at DoPT are listed below:

- a. Policy Formulation
- b. Government Program & Project Formulation
- c. Digital Fluency (Learning New Applications)
- d. Data Literacy (Learning how to analyse data)
- e. Contract Management
- f. Financial Management
- g. Monitoring and Evaluation
- h. Public Outreach and Advocacy (Print, social media and Official Website Management)
- i. Procurement Management
- j. Project Management
- k. Human Resource Management (All matters related to employee from recruitment to retirement)
- l. Handling RTI Matters
- m. Office Management
- n. Administrative Communication (Noting, Drafting, Technical Proposal writing)
- o. Training and Skill Development
- p. Material & Services Management
- q. Litigation Management
- r. Handling Parliamentary Matters
- s. Grievance Redressal
- t. Handling Disciplinary Matters

22. 1st Functional Competency you feel, you require for the role. Choose an item.(Mark only one)

23. Self-identified need regarding 1st Functional Competency

- I feel I exhibit the functional competency optimally in my work
- I feel I possess the functional competency but need support to implement it
- I feel I need to develop the functional competency further and to use it in my work



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- I feel I do not have the required competency to use it in my work
24. 2nd Functional Competency you feel, you require for the role. Choose an item.
(Mark only one)
25. Self-identified need regarding 2nd Functional Competency
- I feel I exhibit the functional competency optimally in my work
 - I feel I possess the functional competency but need support to implement it
 - I feel I need to develop the functional competency further and to use it in my work
 - I feel I do not have the required competency to use it in my work
26. 3rd Functional Competency you feel, you require for the role. Choose an item.
(Mark only one)
27. Self-identified need regarding 3rd Functional Competency
- I feel I exhibit the functional competency optimally in my work
 - I feel I possess the functional competency but need support to implement it
 - I feel I need to develop the functional competency further and to use it in my work
 - I feel I do not have the required competency to use it in my work

Behavioral competencies:

Key behaviors, attitudinal or soft skills that are required to enhance the performance of a given role. These competencies can be displayed (or observed/ felt by stakeholders or beneficiaries) across a range of positions or roles and functions within DoPT. For example, Empathy, self-confidence, communication skills and attitudinal changes to serve the citizen centric goals.

Some of the key Behavioural competencies that may be required to perform your roles and activities efficiently at DoPT are listed below:

- a. Result Orientation (Planning & Prioritization, Commitment to Quality)
- b. Stress Management
- c. Communication
- d. Learning Agility (Building Institutional Knowledge / Memory)
- e. Analytical Skill
- f. Collaboration (Team Spirit, Sharing Knowledge)
- g. Performing with Enthusiasm
- h. Team Management & Development
- i. Stakeholder Management



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- j. Decision Making
 - k. Transdisciplinary Thinking (Sectoral Awareness, Global Mindset)
 - l. Innovation and Improvement (Lateral Thinking, Creativity)
 - m. Visionary Leadership (Strategic Orientation, Seeing Big Picture)
 - n. Change Management
28. 1st Behavioural Competency you feel, you require for the role. Choose an item.
(Mark only one)
29. Self-identified need regarding 1st Behavioural Competency
- I feel I exhibit the behavioural competency optimally in my work
 - I feel I possess the behavioural competency but need support to implement it
 - I feel I need to develop the behavioural competency further and to use it in my work
 - I feel I do not have the required competency to use it in my work
30. 2nd Behavioural Competency you feel, you require for the role. Choose an item.
(Mark only one)
31. Self-identified need regarding 2nd Behavioural Competency
- I feel I exhibit the behavioural competency optimally in my work
 - I feel I possess the behavioural competency but need support to implement it
 - I feel I need to develop the behavioural competency further and to use it in my work
 - I feel I do not have the required competency to use it in my work
32. 3rd Behavioural Competency you feel, you require for the role. Choose an item.
(Mark only one)
33. Self-identified need regarding 3rd Behavioural Competency
- I feel I exhibit the behavioural competency optimally in my work
 - I feel I possess the behavioural competency but need support to implement it
 - I feel I need to develop the behavioural competency further and to use it in my work
 - I feel I do not have the required competency to use it in my work

Technology:

Technology system entails usage of IT application and IT infrastructure to access, store, transmit, understand information (for example using MS Office, E-Office etc.). It reflects an employee's ability to comfortably and efficiently use the technology required to do their work.



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Some of the key Technology systems that are used at DoPT are listed below:

- Departmental MIS
- e-HRMS
- e-Office
- PFMS
- MS Office Application (Word / Excel / Power Point)
- Sparrow
- iGOT Karmayogi Platform

34. 1st Technology System you feel, you require to use for the role. Choose an item.
(Mark only one)

35. Self-identified need regarding 1st Technology System that you use

- I feel I exhibit the Technology competency optimally in my work
- I feel I possess the Technology competency but need support to implement it
- I feel I need to develop the Technology competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

36. 2nd Technology System you feel, you require to use for the role. Choose an item.
(Mark only one)

37. Self-identified need regarding 2nd Technology System that you use

- I feel I exhibit the Technology competency optimally in my work
- I feel I possess the Technology competency but need support to implement it
- I feel I need to develop the Technology competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

38. 3rd Technology System you feel, you require to use for the role. Choose an item.
(Mark only one)

39. Self-identified need regarding 3rd Technology System that you use

- I feel I exhibit the Technology competency optimally in my work
- I feel I possess the Technology competency but need support to implement it
- I feel I need to develop the Technology competency further and to use it in my work
- I feel I do not have the required competency to use it in my work

40. Please provide suggestions on Trainings/Workshops/ etc. that you feel would help you to do your role better.



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41. Preferred mode of training/session: (Mark only one)

- Online
- Classroom
- Hybrid

Citizen / Stakeholder Centricity

42. What are the key challenges faced by DoPT while interacting with other Ministries / Departments / Organization (MDOs) (e.g., Handling grievances / Complaints / Communication, etc.)? (Select all that apply)

- MDOs do not update “Who is Who” on the official website
- Few MDOs do not have “Who is Who” option on their official website
- MDOs do not update Contact details and Email IDs of officials on the website
- Lack of continuous and institutional memory with MDOs
- Challenges at MDO level in aligning with – following set guidelines / procedures
- Query responses are not very prompt
- If any other challenge, please specify the below box.

43. What are the changes that DoPT can bring within its ecosystem to address the above specified challenges (e.g., Domain, Behavioural, Functional, Technology)?

44. Do you have any additional comments on how to make functioning of DoPT more effective?



7.3 Domain Course Mapping Workshop

Annual Capacity Building Plan | Domain Course Mapping Workshop

Department of Personnel and Training

Context

The Government of India has launched 'Mission Karmayogi' to prepare government employees for the future and transform the learning ecosystem for Indian civil servants. A high-powered body Capacity Building Commission has been set up and tasked with the responsibility of creating optimal learning opportunities for each civil servant to build an agile and future ready public service. In parallel, iGOT Karmayogi Bharat, a Special Purpose Vehicle (SPV) has been formed for owning and operating the digital assets and the technological platform for online training of civil servants as part of the National Program of Civil Services Capacity Building (NPCSCB).

CBC is involved in facilitating the Annual Capacity Building Plan in multiple Ministries, Departments and Organisations. CBC in collaboration with EY has undertaken the ACBP exercise in the Department of Administrative Reforms and Public Grievances to create specific, measurable, time-bound and realistic interventions for the organisation using the three lenses of national priorities, emerging technologies and citizen centricity.

Objective

As part of the Annual Capacity Building Plan (ACBP) development exercise, training requirements have been identified by the ACBP team based on identified competency gaps through Competency Need Analysis (CNA). Some of these training areas have been mapped with existing courses on the iGOT platform. Recognizing the need to address the identified domain needs, the ACBP team decided to create customized courses, as no existing ones were suitable. In order to fulfil the requirements of the Annual Capacity Building plan for the department, the team took a proactive approach and organized a meeting with various institutions to explore potential collaborations for the development of these courses.

Details of the Meeting



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A common call with all representative institutes, DoPT, CBC and ACBP project consultants was scheduled on 5th July 2023 to understand the availability of courses in their institutions. The meeting was chaired by Shri Praveen Pardesi, Member-Administration of Capacity Building Commission. Representatives from Lal Bahadur Shastri National Academy of Administration (LBSNAA), National Academy of Indian Railways (NAIR), XLRI – Xavier School of Management, and Indian School of Business (ISB) actively participated during the meeting.

The context for the workshop was set by Member-Administration, CBC along with a brief background on the need for the workshop. ACBP consultants presented the list of competencies identified across seven wings of DoPT. Based on the competencies, a suggestive list of courses (along with course objectives) was presented to all the institutes present in the workshop and availability of these courses in course offerings of participating institutes was discussed.

In the workshops, the representatives from participating institutes highlighted the areas where the respective institute can offer a course along with some customization to suit DoPT's requirement. It was suggested by PED HR, Railway Board that NAIR can be collaborated with DoPT to offer L1 courses with a specific focus on Establishment matters), Strategic Workforce Planning, Performance Management for Supervisors, and Allowance and incentives (further contextualization w.r.t. DoPT rules to be carried out.

The availability of a wide range of courses on the suggested Leadership/HRM topics was highlighted by both XLRI & ISB representatives. It was also emphasized that customization of courses based on DoPT requirements is possible and can be taken up as a joint initiative.

JD, LBSNAA offered support in creating courses related to All India Services (AIS) conduct rules and Designing an L&D Strategy for Digital Transformations, as well as Multilateral funding.

Key Takeaways

The call resulted in successful closure of domain-related courses for the department.

ACBP consultants requested coordination from XLRI and ISB to detail out the course particulars such as availability, mode (digital/physical), duration, cost etc.

A suggestion for DoPT to further explore collaboration of NAIR with XLRI, ISB to customize courses as per the Government of India ecosystem was given by CBC Member-Administration.

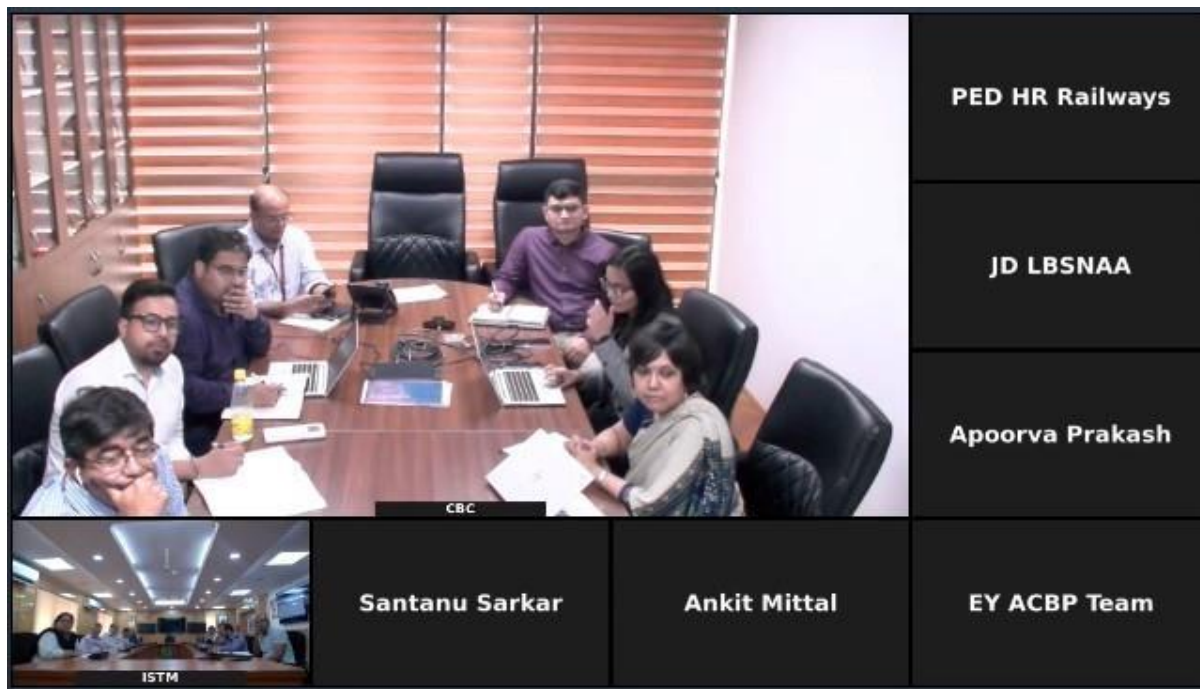


Figure 25: Workshop in progress