



CAPACITY
BUILDING
COMMISSION

ANNUAL CAPACITY BUILDING PLAN

DEPARTMENT OF PHARAMCEUTICALS

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List of Acronyms

ACBP	Annual Capacity Building Plan
API	Active Pharmaceutical Indicator
B	Behavioral (Attitude)
CPGRAMS	Centralized Public Grievance Redress Monitoring System
CPSE/PSU	Central Public Sector Enterprises/ Public Sector Undertaking
CSS	Central Secretariat Service
DoP	Department of Pharmaceuticals
DI	Drug Intermediate
DPCO	Drugs Price Control Order
DPEA	Drug Price Equalization Account
eAPAR	electronic Annual Performance Appraisal Report
F	Functional (Skills/Operations)
FDI	Foreign Direct Investment
FGD	Focused Group Discussion
FTA	Free Trade Agreement
GPF	General Provident Fund
GST	Goods and Service Tax
IAS	Indian Administrative Services
JWG	Joint Working Group
KMS	Knowledge Management System
KSM	Key Starting Material
LTC	Leave Travel Concession
LTS	Leave Travel Subsidy
MDO	Ministry/Department/Organization
MoU	Memorandum of Understanding

MIS	Management Information Systems
MSMEs	Micro, Small and Medium sized Enterprises
NIC	National Informatics Centre
NIPER	National Institute of Pharmaceutical Education and Research
NIPER (A)	NIPER Ahmedabad
NIPER (G)	NIPER Guwahati
NIPER (Ha)	NIPER Hajipur
NIPER (Hy)	NIPER Hyderabad
NIPER (K)	NIPER Kolkata
NIPER (M)	NIPER Mohali
NIPER (R)	NIPER Raebareli
NPS	National Pension Scheme
NPPA	National Pharmaceutical Pricing Authority
PLI	Production Linkage Incentive
PMBI	Pharmaceutical and Medical Devices Bureau of India
PMBJP	Pradhan Mantri Bhartiya Janaushadhi Pariyojana
PMBJK	Pradhan Mantri Bhartiya Janaushadhi Kendra
R&D	Research & Development
RTI	Right to Information
SMEs	Small and Medium sized Enterprises
TA	Travelling Allowance
UCMDMP	Uniform Code of Medical Devices Marketing Practices
UCPMP	Uniform Code of Pharmaceuticals Marketing Practices
WHO	World Health Organization
WIPO	World Intellectual Property Organization



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WTO	World Trade Organization
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1. Introduction

1.1. Mission Karmayogi

The Government of India launched the National Programme for Civil Services Capacity Building ('NPCSCB') – "Mission Karmayogi" in September 2020 with the objective of enhancing governance through Civil Service Capacity Building. Mission Karmayogi comprises six pillars of (i) policy framework, (ii) institutional framework, (iii) competency framework, (iv) digital learning framework (integrated government online training Karmayogi platform (iGOT-Karmayogi), (v) electronic Human Resource Management System (e-HRMS), and (vi) monitoring and evaluation (M&E) framework.

The institutional framework of the Mission includes (i) the apex body, Prime Minister's Public Human Resource Council (PMHRC), to provide strategic direction and drive policy reforms and capacity building, (ii) Cabinet Secretariat Coordination Unit to monitor NPCSCB implementation, align stakeholders and provide mechanism for overseeing capacity building plans (CBPs), (iii) Capacity Building Commission (CBC) for functional supervision of training institutions and facilitate preparation of annual CBPs, (iv) Special Purpose Vehicle (SPV) to own and operate all the digital assets created for NPCSCB, and (v) programme management unit (PMU) to provide program management and support services.

1.2. Capacity Building Commission

The CBC was formally constituted as an independent body in April 2021 to drive standardization and harmonization across the Indian civil services landscape. The CBC, as the custodian of civil services capacity building reforms, is central to the government's capacity building programme.

The CBC has been engaging and supporting several Ministries as part of its mandate to support preparation of annual CBP. This document is the Annual Capacity Building Plan of Department of Pharmaceuticals, Government of India developed as per the framework and guidelines set up by the CBC and prepared in consultation with the officials of Department of Pharmaceuticals.

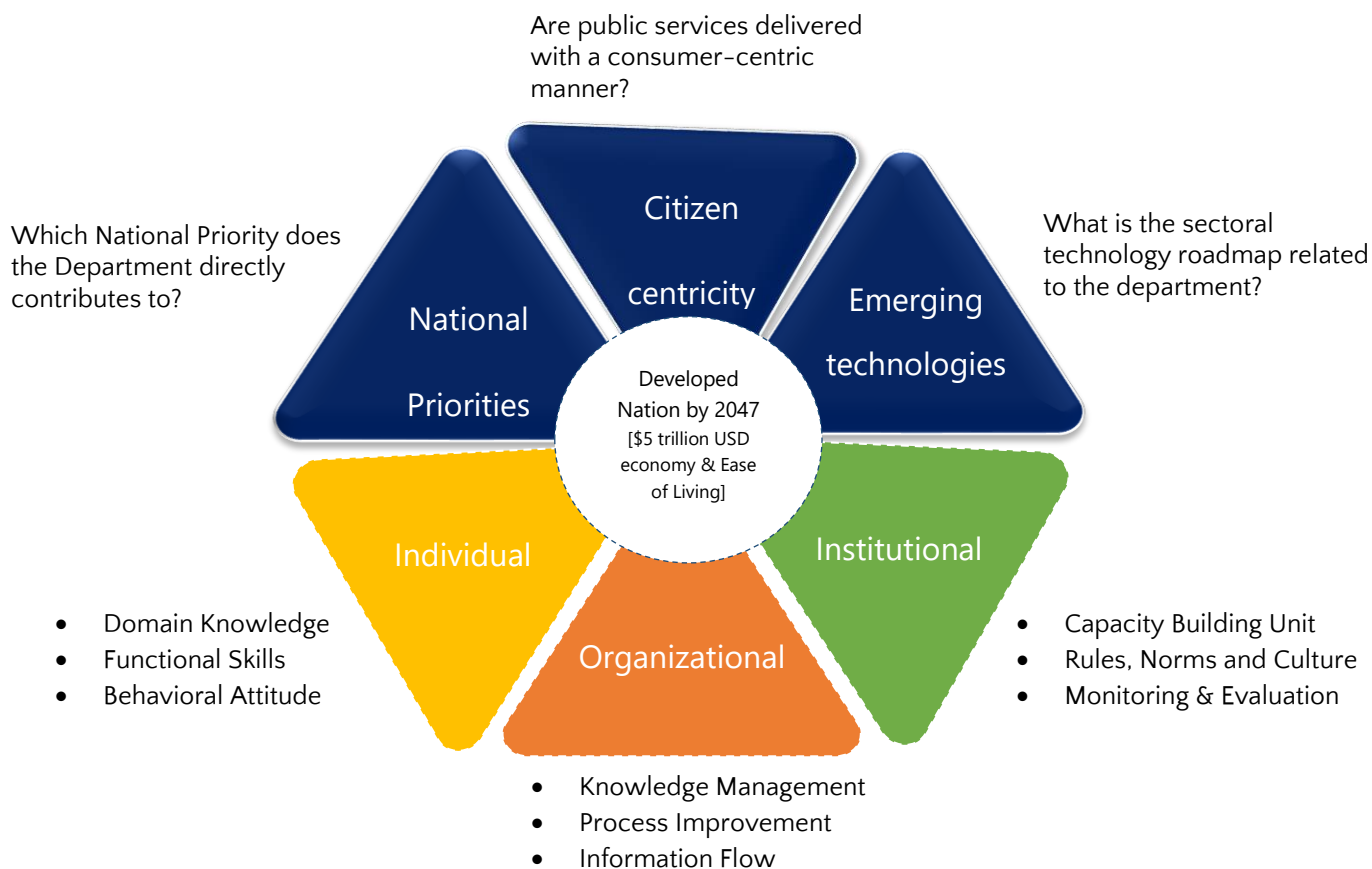
1.3. Annual Capacity Building Plan (ACBP)

The ACBP of a MDO is document detailing all the interventions required to develop and enhance the competencies of individual officials within that MDO as well as the collective capacity of the MDO. Given the nature of the change required, the ACBP may begin with a few simple focus areas instead of comprehensive coverage, and then evolve over time into a full-fledged workplan.

2. Approach and Methodology

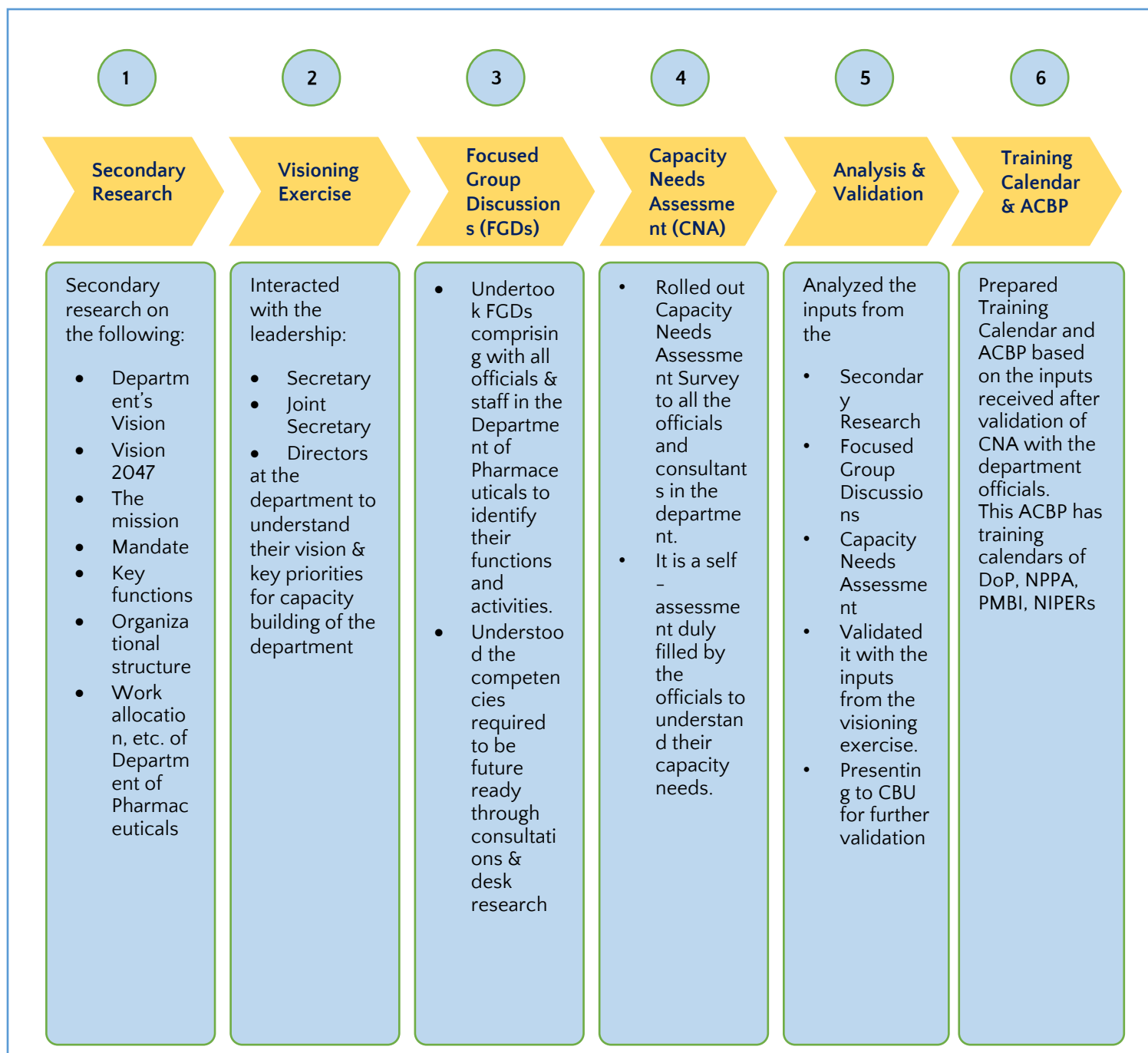
2.1. Approach

The following illustration describes the approach suggested by CBC for the goal-oriented Capacity Building of MDOs. The capacity building of the department shall be identified through the three overarching lenses to help identify the goals of capacity building plan: National Priorities, Citizen Centricity, and Emerging Technologies and capacity to be developed by identifying interventions at three levels also referred to as the three pillars: Individual, Organizational and Institutional



2.2. Methodology

The following section describes the approach followed for preparation of the Capacity Building Plan for the Department:



1. **Secondary Research:** As the first step, team understood & conducted a thorough review of the MDOs vision, mission, mandate, organizational structure and key functions, schemes/ programs, strategic objectives and goals, emerging trends from the Departments website, annual report, strategy document, reports etc. Also comprehend MDOs dependence and influence on other MDOs.
2. **Visioning Exercise:** Understood the leaderships vision for the department through a joint meeting between Secretary & Jt. Secretaries, Directors and understand the key priorities and department's expectation from the program
3. **Focused Group Discussions (FGDs):** Team undertook the Focused Group Discussions (FGDs) to have a clear and complete understanding of the areas of responsibility of each division/ unit, the functions & activities, mapping of work undertaken by staff/ officials working in the unique designations/ roles across various levels in the ministry/ department, identify the competency gap, the competencies required by a position in present times or in the future. In terms of the capacity at the individual level, competencies required for a position were assessed for three categories of competencies i.e., Behavioural, Functional and Domain Competencies. Team held FGDs with the identified divisions inviting representation from top and bottom levels and conducted the exercise by having homogenous grouping of the MDO staff at different administrative tier/ technical staff levels associated with different division/ scheme/ program/ unit of the ministry/ department.
4. **Capacity Needs Analysis (CNA) Survey:** A Google survey form was prepared & finalized in consultation with CBC and the MDO to assess the Capacity Needs Assessment at the individual level for each unique role in an organization and its subordinate/ attached offices/institutions/ labs. The survey is based on the self-declaration of capacity gaps by the ministry officials, capturing the competency gaps in Behavioural, Functional and Domain competencies.
5. **Analysis & Validation:** Team synthesized and prepared the CNA survey data to analyse the survey responses & findings. For verification of the competency gaps, mapping of interventions with the trainings was done, the analysis was first validated by Capacity Building Commission (CBC) and thereafter by the Capacity Building Unit (CBU) of the Ministry/Department for further approval of the training and non-training Interventions for the capacity needs.
6. **Training Calendar & ACBP:** Prepared the training calendars of DoP, NPPA, PMBI and NIPERs and incorporated them in ACBP of DoP. The training calendars are the result of the above steps performed starting from secondary research to validating the finding with the Department.

3. Training Calendar

The following table represents the training calendar of Department of Pharmaceuticals.

3.1. DoP Mandatory Training Calendar

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
1	All Officials	POSH	Mandatory	Basic	MY00001	Q2
2	Group A, B and C officers	Emerging Technologies Level 1	Mandatory	Basic	MY00002	Q2
3	Group A and B officers	Emerging Technologies Level 2	Mandatory	Advanced	MY00003	Q3
4	ASOs and SOs	DAKSHTA	Mandatory	Basic	MY00004	Q2
5	ASOs and SOs	DAKSHTA	Mandatory	Advanced	MY00005	Q3
6	Joint Secretary, Senior Economic Advisor	Conceptual Thinking	B	Advanced		
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Consultation & Consensus Building	B	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
7	Joint Director, Director, Deputy Secretary	Budgeting	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Data analysis	F	Advanced	FN00017	Q2
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
8	Deputy Director and Under Secretary	Data analysis	F	Advanced	FN00017	Q2
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Budgeting	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
9	Consultants	Project Management	F	Basic	FN00075	Q2
		Strategic thinking	B	Basic	Upcoming Course	
		Team Management	B	Basic	Upcoming Course	

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Decision Making	B	Basic		
		Budgeting	F	Basic	Upcoming Course	
10	Young Professionals	Data analysis	F	Basic	FN00017	Q2
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
		Report Writing	F	Basic	Upcoming Course	
		Promoting via Social Media	F	Basic	Upcoming Course	
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2

3.2. NPPA Mandatory Training Calendar

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
1	All Officials	POSH	Mandatory	Basic	MY00001	Q2
2	Group A, B and C officers	Emerging Technologies Level 1	Mandatory	Basic	MY00002	Q2
3	Group A and B officers	Emerging Technologies Level 2	Mandatory	Advanced	MY00003	Q3
4	ASOs and SOs	DAKSHTA	Mandatory	Basic	MY00004	Q2
5	ASOs and SOs	DAKSHTA	Mandatory	Advanced	MY00005	Q3
6	Chairman, Member Secretary, Advisor	Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Financial Management	F	Advanced	Upcoming Course	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Understanding of RTI resolutions	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
7	Director, Joint Director	Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Understanding of General Financial Rules, 2017	F	Advanced	FCBA0059	Q4
		Working with MS Office	F	Advanced	FCAD0002, FCAD0003, FCAD0004, FCAD0007	Q3
		Strategic thinking	B	Advanced	Upcoming Course	
8	Deputy Director, Assistant Director	Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Networking skills	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
9	Under Secretary and Below	Conflict Solving Strategies	B	Basic	Upcoming Course	
		Financial Management	F	Basic	Upcoming Course	
		Knowledge of IFD Framework	F	Basic	To be developed	
		Networking skills	B	Basic	To be developed	
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q4
10	Young Professionals	Data analysis	F	Basic	FN00017	Q2
		Understanding of functioning of E-office	F	Basic	Upcoming Course	

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Report Writing	F	Basic	Upcoming Course	
		Promoting via Social Media	F	Basic	Upcoming Course	
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
11	All Officials	National Medical Device Policy 2023	D	Basic	To be Developed	Q4
12	Director (M&E)	Data analysis, visualization using R, SPSS, Python, financial modeling	F	Basic	FN00017	Q2

3.3. PMBI Mandatory Training Calendar

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
1	All	POSH	Mandatory	Basic	MY00001	Q2
2	Group A, B and C officers	Emerging Technologies Level 1	Mandatory	Basic	MY00002	Q2
3	Group A and B officers	Emerging Technologies Level 2	Mandatory	Advanced	MY00003	Q3
4	ASOs and SOs	DAKSHTA	Mandatory	Basic	MY00004	Q2
5	ASOs and SOs	DAKSHTA	Mandatory		MY00005	Q3
6	General Manager, Deputy General Manager	Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Filing Vigilance returns	F	Advanced	To be developed	
		Knowledge of IFD Framework	F	Advanced	Upcoming Course	
		Conflict Solving Strategies	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
7	Manager, Deputy Manager	Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
8	Assistant Manager, Senior Executive and other senior officers	Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Data Analysis	F	Advanced	Upcoming Course	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	Q4
		Understanding of General Financial Rules, 2017	F	Advanced	FCBA0004	
9	Executive and below	Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
		Gender Awareness	B	Basic	BHBA0011, BHBA0007, BHBA0006	Q3
		Functioning of NIC applications- email, messenger, cloud storage, and others	F	Basic	Upcoming Course	
		Knowledge of taxation of products, GST, and customs duty	F	Basic	FN00027, FN00028	Q4

3.4. NIPERs Mandatory Training Calendar

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
1	All	POSH	Mandatory	Basic	MY00001	Q2
2	Group A, B and C officers	Emerging Technologies Level 1	Mandatory	Basic	MY00002	Q2
3	Group A and B officers	Emerging Technologies Level 2	Mandatory	Advanced	MY00003	Q3
4	Director, Dean, Registrar	Understanding of General Financial Rules, 2017	F	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	Learning Hour	Q4
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Advanced	Learning Hour	
		Organizational skills	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
5	Scientists	Budgeting	F	Advanced	Upcoming Course	
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q2
		Understanding of General Financial Rules, 2017	F	Advanced	Upcoming Course	
		Organizational skills	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q4

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
6	Assistant Professor, Associate Professor and Assistant Registrar	Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q2
		Understanding of General Financial Rules, 2017	F	Advanced	Upcoming Course	
		Working with MS Office	F	Advanced	FCAD0002, FCAD0003, FCAD0004, FCAD0007	Q3
		Budgeting	F	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	
7	Administrative Staff	Budgeting	F	Basic	FN00011, FN00012, FN00013	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Data analysis	F	Basic	FN00016	Q3
		Understanding of GeM Marketplace	F	Basic	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q4
8	Technical Staff	Budgeting	F	Basic	FN00011, FN00012, FN00013	Q3
		Ethics	B	Basic	BH00017, BH00018	Q3
		Knowledge on Central Civil Conduct Code	F	Basic	FN00029, FN00030	Q3



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of GeM Marketplace	F	Basic	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	

4. Monitoring & Evaluation

Objective: To monitor and evaluate the effective implementation of ACBP

a. Levels of M&E

Monitoring and evaluation of the ACBP can be carried out at two levels by the CBU:

1. **At the department level**, the monitoring and evaluation can be carried out on three KPIs
 - a. Number of courses completed by department officials on iGOT
 - b. Number of courses completed by department officials from institutions other than iGOT
 - c. Number of Non-Training Interventions implemented
2. **At the unique role level**
 - a. Number of courses completed by the officer in the unique role. Reporting Officer/CBU SPOC may refer to the Training Calendar in access this KPI

b. **Monitoring of Activities for training Interventions:** Further, the two activities of undertaking iGOT and the other hybrid/offline courses may be monitored and evaluated based on the below framework.

Activities	Indicator	Definition	Means of verification	Unit	Targets		Reporting Frequency	Partners involved
					Y 1	Y 2		

Activity 1

1	Undertake courses on iGOT	Percentage of staff who have completed the recommended courses on iGOT	Courses based on the designation wise competency needs of the department would be recommended	1. Course completion certificates 2. Data available on iGOT platform	%	Targets		Quarterly	DoP, CBC, iGOT
						Completion of courses by 20%	Completion of courses by 40%		

Activity 2

2	Attending the Offline/ Hybrid courses	Percentage of staff who have attended the recommended courses physically	Courses based on the designation wise competency needs of the department would be recommended	Course completion certificates	%	Targets		Quarterly	DoP, CBC
						Completion of courses by 20%	Completion of courses by 40%		

c. Monitoring of organizational level capacity building interventions

S.No.	Intervention	KPI's
1	Learning Hour	<ul style="list-style-type: none"> In the first quarter, 20% of the staff to be covered in learning hour Within 1 year 50% of the staff to be covered
2	Mentorship Program	<ul style="list-style-type: none"> In the first 6 months, 20% of the new joiners to be mapped to mentors Within subsequent 6 months, 50% of new joiners may be mapped
3	Recognition and Rewards	<ul style="list-style-type: none"> At least 1 individual to be recognized / rewarded per division per month
4	Virtual Kiosk	<ul style="list-style-type: none"> At least 1 virtual kiosk per month
5	Immersion Programs	<ul style="list-style-type: none"> At least, 1 resource per division in a quarter to be nominated for the immersion programs
6	Induction Manual	<ul style="list-style-type: none"> Induction manual for all the divisions to be formulated within the next 6 months.
7	x-MDO staff collaboration	<ul style="list-style-type: none"> At least 1 knowledge sharing session focused on a particular sector, for relevant MDOs in the first 6 months Subsequently, 1 knowledge sharing session per quarter
8	Policy Hub	<ul style="list-style-type: none"> Implement the Policy Hub in the current financial year
9	Regular feedback programme	<ul style="list-style-type: none"> In the first 6 months, 20% of the staff to be covered Within subsequent 6 months, 50% to be covered
10	“Do Business with” Links	<ul style="list-style-type: none"> One place having the links to do procurement/ business with different organizations

d. Evaluation

- The MDO administrator, through his admin account on iGOT, can access the IGOT course dashboard which includes all the enrolment, progress of courses, number of courses completed by each individual on IGOT. This information may be used for evaluating progress across set targets
- The training calendar mentioned in section 1 consists of all the courses that each unique role in the department needs to complete. This may be used to evaluate achievement of individual targets

5. Annexure

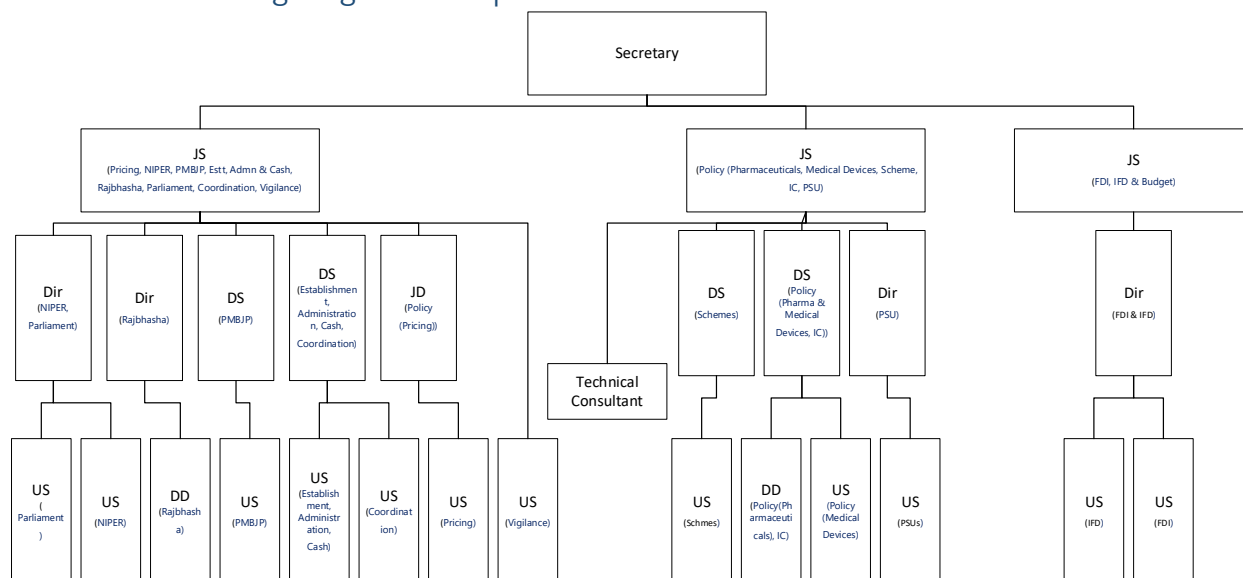
5.1. As-is assessment of the department to develop a capacity building agenda

5.1.1. Functional Overview of the Department¹

The Department of Pharmaceuticals was created on the 1st of July in the year 2008 in the Ministry of Chemicals & Fertilizers with the objective to give greater focus and thrust on the development of pharmaceutical sector in the country and to regulate various complex issues related to pricing and availability of medicines at affordable prices, research & development, protection of intellectual property rights and international commitments related to pharmaceutical sector which required integration of work with other Ministries

5.1.2. Organogram & Divisional role of Department

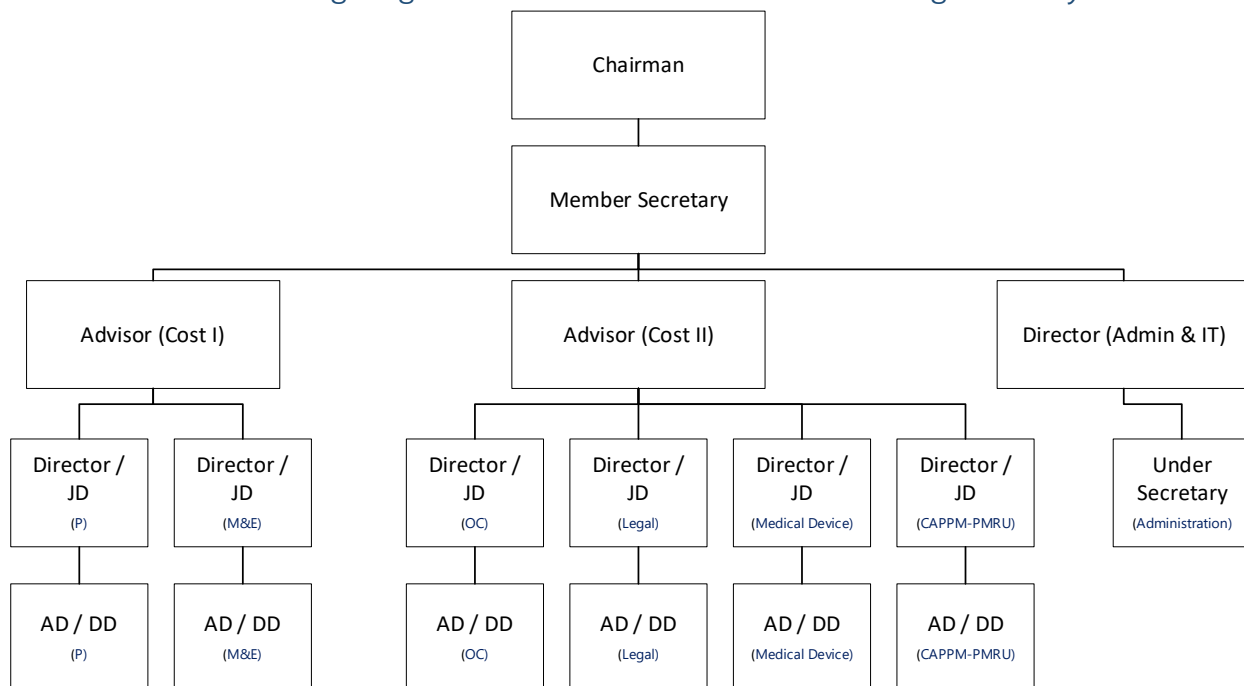
5.1.2.1. Organogram of Department of Pharmaceuticals²



¹ From Department of Pharmaceuticals Annual Report 2021-22

² From Department of Pharmaceuticals website: <https://pharmaceuticals.gov.in/organisation-chart-0>

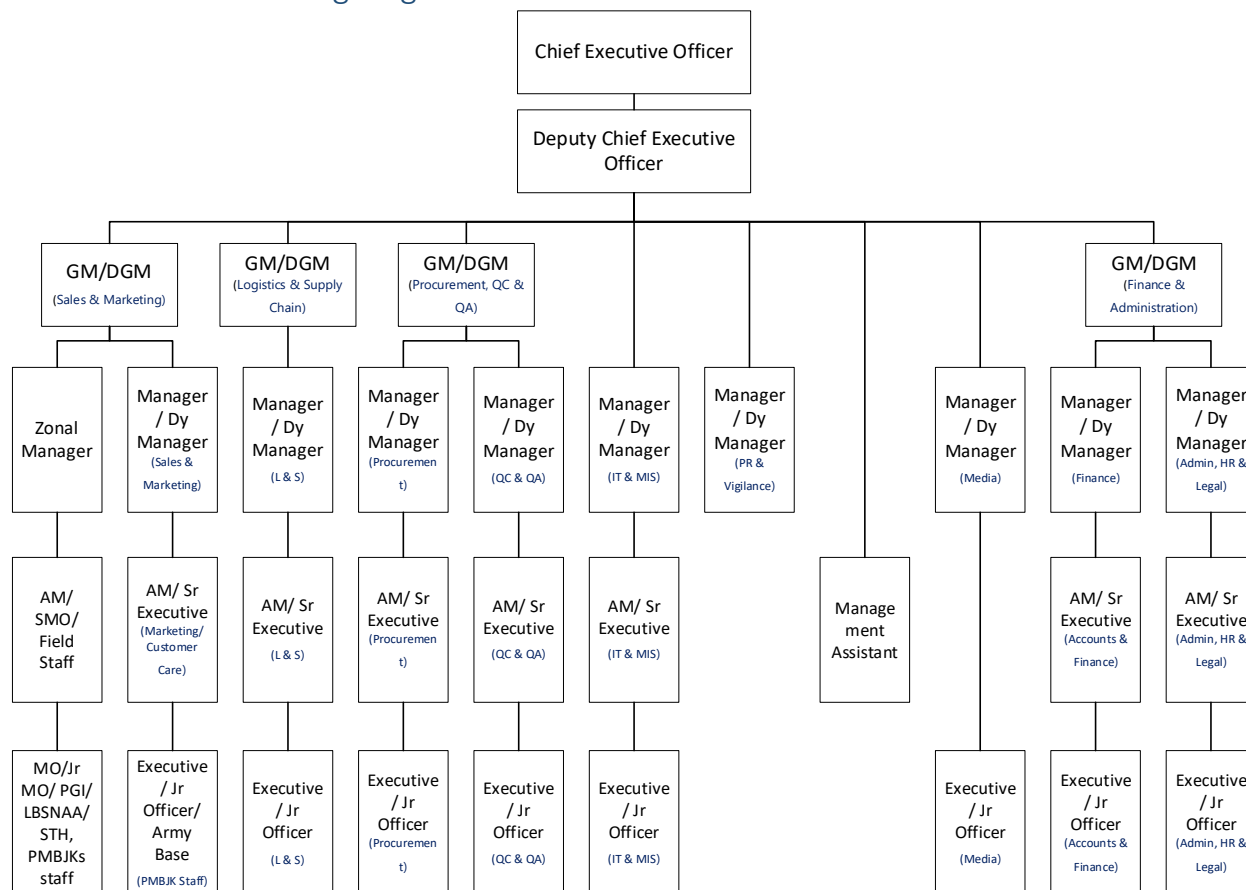
5.1.2.2. Organogram of National Pharmaceutical Pricing Authority³



³ From NPPA 25 odyssey book published:

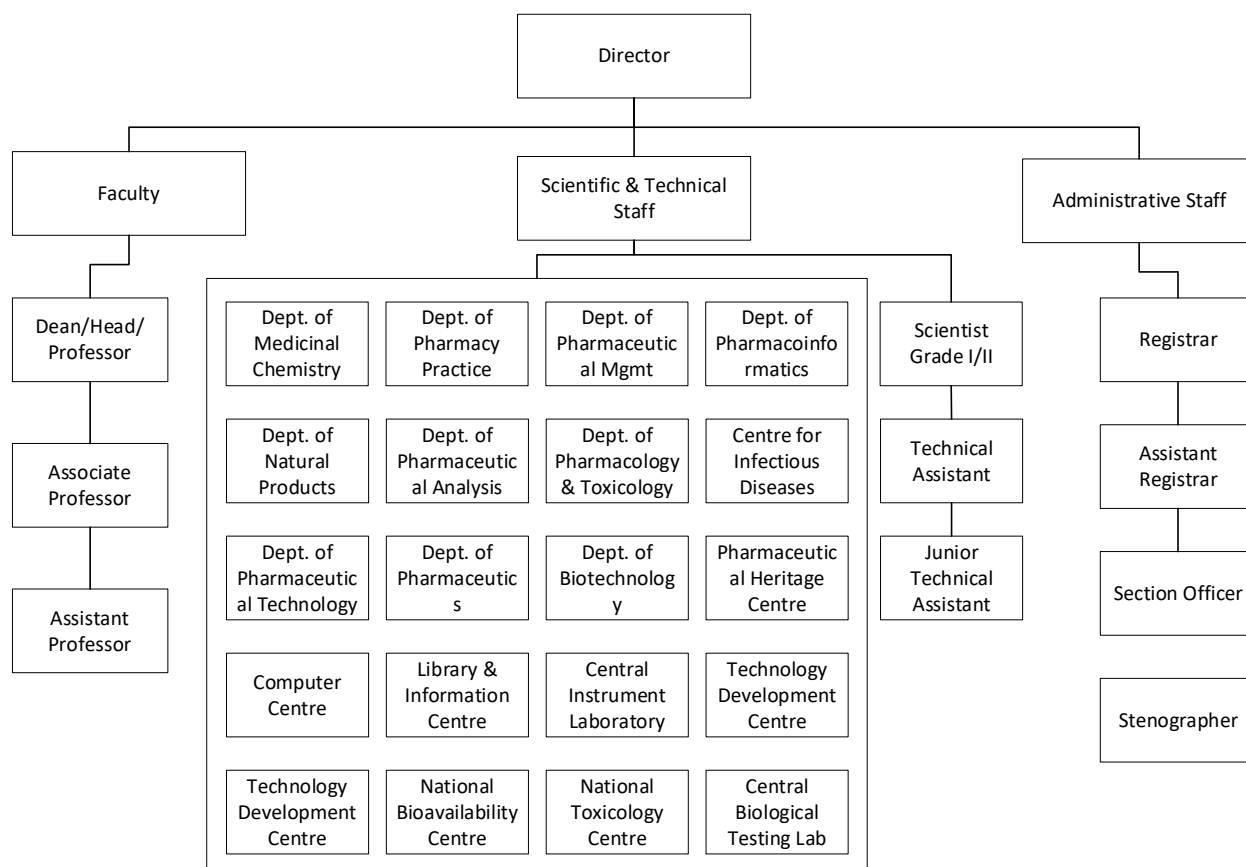
https://www.nppaipdms.gov.in/HIS/hisglobal/documents/nppa_25_year_odyssey.pdf

5.1.2.3. Organogram of Pharmaceutical and Medical Devices Bureau of India⁴



⁴ From PMBI website: <http://janaushadhi.gov.in/organizationchart.aspx>

5.1.2.4. Organogram of National Institute of Pharmaceutical Education and Research⁵



⁵ From PMBI website: <http://janaushadhi.gov.in/organizationchart.aspx>

5.1.3. Functions

The following table elaborates the mandate and objectives of the Department of Pharmaceuticals which act as guiding markers for its functions. National Pharmaceuticals Pricing Authority (NPPA), Pharmaceuticals & Medical Devices Bureau of India (PMBI) and National Institutes of Pharmaceutical Education & Research (NIPERs) are covered as part of this ACBP only

<p>Vision⁶</p>	<p>To promote Indian pharma as the global leader for quality medicines and to ensure availability, accessibility and affordability of drugs and medical devices in the country.</p> <p>NPPA: Ensuring availability of drugs at affordable prices.</p> <p>PMBI: To bring down the healthcare budget of every Indian through providing “Quality Generic medicine at Affordable Prices”</p> <p>NIPERs: To become a globally recognized brand in the areas of education and research in pharmaceutical sciences for the benefit of people of India and other countries and the growth of the pharmaceutical industry.</p>
<p>Mission⁴</p>	<ul style="list-style-type: none"> • Investment for Make in India in pharma sector • Make in India in critical APIs and medical devices • Industry expansion, skilling, R&D and innovation • Stable and effective price regulation • Generic medicines by expanding Janaushadhi scheme <p>NIPERs:</p> <ul style="list-style-type: none"> • Imparting quality education in the areas of Pharmaceutical Sciences • Promotion of innovative and translation research • National/ international collaborative research and linkages • Study of national/ international pharmaceutical policy issues • Collaboration with pharma industries to meet the global challenges • Creation of specialized centres to cater to the needs of pharmaceutical industries and other research and teaching institutes
<p>Mandate for the next 3 – 5 years⁷</p>	<ul style="list-style-type: none"> • Global leader in manufacturing of affordable, innovative & quality pharmaceuticals & medical devices

⁶ From Department of Pharmaceuticals Annual Report 2021-22

⁷ From the article: <https://pib.gov.in/PressReleaseDetailm.aspx?PRID=1820148>

	<ul style="list-style-type: none"> • 'Vishwaguru' in Innovation & Research for delivering health care products to future generations in a sustainable manner, introducing natural products • Ensure accessibility & affordability of patient-centric products for better healthcare outcomes for universal health coverage, by building upon partnerships across industry, science, and governments • Contribute to Health System to attain union of equity, efficacy, and efficiency towards developing holistic products profile, with focus on NCDs, AMR, and rare & neglected diseases • Create equilibrium between social, economic, & governance aspects through facilitative, balanced & progressive policy and regulatory framework • Reduce India's carbon footprint in Pharma-MedTech to align with Hon'ble PMs vision • Identifying critical suppliers, de-risking & de-carbonizing the supply chain, and promoting local sourcing • Medical Devices to be an integral part of global supply chains for raw material, components, spare parts, assemblies / subassemblies, etc • Digitization and technology upgradation in delivery of services & products under Jan Aushadhi Pariyojana.
<p>Objectives⁸</p>	<p>To formulate and implement policies relating to drugs and pharmaceuticals, medical devices, dye stuff and dye intermediates.</p> <p>NPPA: to ensure availability and accessibility of drugs at affordable prices.</p> <p>PMBI:</p> <ul style="list-style-type: none"> • To make available quality medicines, consumables and surgical items at affordable prices for all. • To popularize generic medicines among the masses and dispel the prevalent notion that low priced generic medicines are of inferior quality or are less effective. • To ensure easy availability of the menstrual health services (Janaushadhi 'Suvidha' sanitary napkins) to all women across India.

⁸ From Department of Pharmaceuticals Annual Report 2021-22; From PMBI website:
<http://janaushadhi.gov.in/pmij.aspx>;

	<ul style="list-style-type: none"> • Generate employment by engaging individual entrepreneurs in the opening of PMBJP Kendras. <p>NIPERs:</p> <ul style="list-style-type: none"> • Nurture and promote quality and excellence in pharmaceutical education and research • Run Master's, Doctoral and post-Doctoral courses and research in pharmaceutical education • Develop a multi-disciplinary approach in carrying out research and training of pharmaceutical manpower • Act as nucleus for interaction between academic and industry by undertaking sponsored and funded research as well as consultancy projects
<p>Key Priorities Areas aligned National Priorities⁹</p>	<ul style="list-style-type: none"> • Pharma Industry Promotion: Creating conducive Environment. • DPCO/NPPA: Fixation/Revision of Prices of Formulations • NIPERs: Nurturing Quality & Excellence in Pharma Education and Research • CPSEs: Manufacturing of strategic Pharma Products • Jan Aushadi: Citizen centric initiative for Affordable Medicines • Medical Devices: To Promote Domestic Manufacturing
<p>Guiding Policies¹⁰</p>	<ul style="list-style-type: none"> • Reconstitution of National Medical Device Promotion Council under the Chairpersonship of Secretary, Department of Pharmaceuticals • Export Promotion Council for Medical Devices • Uniform Code for Medical Device Marketing Practices • National Medical Device Policy 2023 • Standards of Medical Devices • Public Procurement Policy • Uniform Code of Pharma Marketing Practices • Pharmaceutical Policy 2002 • Drug Policy 1986 • National Pharmaceutical Pricing Policy 2012

⁹ From Department of Pharmaceuticals Annual Report 2021-22 & Secondary Research

¹⁰ From Department of Pharmaceuticals website: <https://pharmaceuticals.gov.in/policy>

5.1.4. Citizen centric services & goals ¹¹

Department of Pharmaceuticals has a lot of citizen centricity, the policies or decisions made by the department will affect the citizens of India as they are one of the main stakeholders.

Citizen Centric Goals	<p>The citizen centric goals of the department are:</p> <ol style="list-style-type: none"> 1. Ensure availability of quality drugs at reasonable prices as per the Pharma Policy. 2. To provide impartial, sympathetic, and prompt services to the public in matters relating to the pharmaceuticals industries 3. To popularize generic medicines among the masses 4. Nurture and promote quality and excellence in pharmaceutical education and research
Citizen Centric Services	<p>The citizen services by the department are as follows:</p> <ol style="list-style-type: none"> 1. Through PMBJP, the department (because PMBI is overseen department) is offering quality generic medicines at affordable prices to the citizens of India 2. Through PMBJP, the department is giving an opportunity for the citizen to start their own business by stepping as PMBJK owners 3. CPGRAMS is implemented in the Department and all the attached offices to address Public Grievances received online with minimum delay. 4. Through the schemes of the department, it is providing the services such as availability of essential pharmaceuticals and medical devices of the best quality at reasonable and affordable prices to the citizens of India.

5.1.5. Key Programs & Schemes ¹²

The below table provides the mapping of key programs & schemes of Department of Pharma to three Lenses of Capacity Building:

Sl. No	Schemes	Lens to which they are aligned
1.	Scheme for Strengthening of Pharmaceuticals Industry (SPI)	Emerging Technologies

¹¹ From Secondary Research

¹² From the department's website: <https://pharmaceuticals.gov.in/schemes>
Stakeholders are from our understanding of that particular scheme

Sl. No	Schemes	Lens to which they are aligned
2.	Assistance to Pharmaceutical Industry for Common Facilities	Emerging Technologies
3.	Production Linked Incentive (PLI) scheme for Pharmaceuticals	National Priorities
4.	Production Linked Incentive (PLI) Scheme for Promotion of Domestic Manufacturing of critical Key Starting Materials (KSMs)/ Drug Intermediates and Active Pharmaceutical Ingredients (APIs) in the Country	National Priorities
5.	Production Linked Incentive (PLI) Scheme for Promoting Domestic Manufacturing of Medical Devices	National Priorities
6.	Pharmaceutical Promotion and Development Scheme (PPDS)	National Priorities
7.	Scheme for Promotion of Bulk Drug Parks	To both National Priorities and Citizen Centricity
8.	Scheme for Promotion of Medical Device Parks	To both National Priorities and Citizen Centricity
9.	Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP)	Citizen Centricity
10.	Scheme of Consumer Awareness, Publicity and Price Monitoring (CAPPM)	Citizen Centricity

The programmes and schemes of the department have been tailored to achieve the objectives enumerated in the vision. The schemes/ programmes that are being managed by each division/ unit are summarized below:

Scheme	Scheme for Strengthening of Pharmaceuticals Industry (SPI)
Stakeholders	Pharmaceutical and Medical Device Manufacturers
Description	<p>The Scheme shall have 3 components / sub-schemes:</p> <ul style="list-style-type: none"> • Assistance to Pharmaceutical Industry for Common Facilities (APICF): To strengthen the existing pharmaceutical clusters' capacity for their sustained growth by creating common facilities. • Pharmaceutical Technology Upgradation Assistance Scheme (PTUAS): To facilitate Micro, Small and Medium Pharma Enterprises (MSMEs) of proven track record to meet national and international regulatory standards. • Pharmaceutical & Medical Devices Promotion and Development Scheme (PMPDS): To facilitate growth and development of Pharmaceutical and Medical Devices Sectors through study/survey reports, awareness programs, creation of database, and promotion of industry.
Objectives	<ul style="list-style-type: none"> • To strengthen the existing infrastructure facilities in order to make India a global leader in Pharma Sector by providing financial assistance to pharma clusters for creation of Common Facilities to improve the quality and ensure the sustainable growth of cluster • To upgrade the production facilities of SMEs and MSMEs, to meet national and international regulatory standards, by providing interest subvention or capital subsidy on their capital loans, which will facilitate the growth in volumes as well as in quality • To promote knowledge and awareness in and about the Pharmaceutical and Medical Devices Industry by taking up studies, building databases and bringing industry leaders, academia and policy makers together to share their knowledge and experience for overall development of Pharma and Medical Devices industry

Scheme	Production Linked Incentive (PLI) scheme for Pharmaceuticals
Stakeholders	Pharmaceutical Manufacturers
Description	Financial incentives will be provided for production of pharmaceuticals in our country
Objectives	<ul style="list-style-type: none"> To enhance India's manufacturing capabilities by increasing investment and production in the sector and contributing to product diversification to high value goods in the pharmaceutical sector. To create global champions out of India who have the potential to grow, and scale using cutting edge technology and thereby penetrate the global value chains.

Scheme	Production Linked Incentive (PLI) Scheme for Promotion of Domestic Manufacturing of critical Key Starting Materials (KSMs)/ Drug Intermediates and Active Pharmaceutical Ingredients (APIs) in the Country
Stakeholders	KSM, API, DI manufacturers in the country
Description	Financial incentives shall be given based on committed investment and sales made by selected applicant for the eligible products.
Objective	To attain self-reliance and reduce import dependence in critical KSMs/DIs/APIs.

Scheme	Production Linked Incentive (PLI) Scheme for Promoting Domestic Manufacturing of Medical Devices
Stakeholders	Medical Device Manufacturers
Description	The scheme proposes a financial incentive to boost domestic manufacturing and attract large investments in the Medical Device Sector
Objectives	To boost domestic manufacturing.

Scheme	Scheme for Promotion of Bulk Drug Parks
Stakeholders	Bulk drug manufacturers and all citizens of India

Description	To significantly bring down the manufacturing cost of bulk drugs and thereby increase the competitiveness of the domestic bulk drug industry by providing easy access to standard testing & infrastructure facilities
Objectives	<ul style="list-style-type: none"> • To promote setting up of bulk drug parks in the country for providing easy access to world class Common Infrastructure Facilities (CIF) to bulk drug units located in the park in order to significantly bring down the manufacturing cost of bulk drugs and thereby make India self-reliant in bulk drugs by increasing the competitiveness of the domestic bulk drug industry. • To help industry meet the standards of environment at a reduced cost through innovative methods of common waste management system. • To exploit the benefits arising due to optimization of resources and economies of scale.
Scheme	Scheme for Promotion of Medical Device Parks
Stakeholders	Medical Device Manufacturers and all citizens of India
Description	<ul style="list-style-type: none"> • To significantly bring down the manufacturing cost of medical devices and thereby increase the competitiveness of the domestic medical device industry by providing easy access to standard testing & infrastructure facilities
Objectives	<ul style="list-style-type: none"> • Creation of world class infrastructure facilities in order to make Indian medical device industry a global leader. • Easy access to standard testing and infrastructure facilities through creation of world class Common Infrastructure Facilities for increased competitiveness will result into significant reduction of the cost of production of medical devices leading to better availability and affordability of medical devices in the domestic market. • Exploit the benefits arising due to optimization of resources and economies of scale.

Scheme	Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP)
Stakeholders	All citizen of India and PMBJK owners/ entrepreneurs
Description	<ul style="list-style-type: none"> • The branded medicines are sold at significantly higher prices than their un-branded generic equivalents, though are identical in the therapeutic value.

	<ul style="list-style-type: none"> Given the widespread poverty across the country, making available reasonably priced quality generic medicines in the market would benefit everyone.
Objectives	<ul style="list-style-type: none"> To make available quality medicines consumables and surgical items at affordable prices for all and thereby reduce out of pocket expenditure of consumers/patients. To popularize generic medicines among the masses and dispel the prevalent notion that low priced generic medicines are of inferior quality or are less effective. Generate employment by engaging individual entrepreneurs in the opening of PMBJP Kendras.

Scheme	Scheme of Consumer Awareness, Publicity and Price Monitoring (CAPPm)
Stakeholders	All citizens of India
Description	The Scheme is expected to create general awareness about the availability of medicines, prices of medicines, ceiling prices of medicines fixed by the Government, precaution to be taken while purchasing medicines and about the functioning of NPPA. This will improve the accessibility of quality medicines at a reasonable price to the common people of the country and facilitate both clinically effective and cost-effective treatment.
Objective	<ul style="list-style-type: none"> Ceiling prices of scheduled medicines notified by the Government Permissible price increase for scheduled and non-scheduled medicines Availability of medicines at reasonable prices and promotion of generic medicines Precautions to be taken while purchasing medicines from chemists/retailers such as checking the MRP (which includes all taxes), manufacturing and expiry dates, price list of medicines, obtaining bill for the medicines bought, etc Requirement for prescription of medicines by their generic names also Price control and monitoring and enforcement activities of NPPA Lodging complaints to NPPA for any violation including violation of DPCO, 2013 as well as unethical practices in the Pharma sector.

Scheme	Assistance to Pharmaceutical Industry for Common Facilities
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Stakeholders	Pharmaceutical Manufacturers
Description	<ul style="list-style-type: none"> • A Central Sector Scheme for Assistance to Pharmaceutical Industry for Common Facilities. • The Scheme would be implemented in a Public Private Partnership (PPP) mode through one time grant-in-aid to be released in various phases for creation of identified infrastructure and common facilities to a Special Purpose Vehicles (SPVs) set up for the purpose. • The various aspects and outcomes of the Scheme will be reviewed after two years from the date of its initiation.
Objective	<ul style="list-style-type: none"> • Strengthening the existing infrastructure facilities to make Indian Pharma Industry a global leader in Pharma Sector. • Easy access to standard testing facilities and value addition in the domestic Pharma Industry especially to SMEs through creation of common world class facilities for increased competitiveness. • To help industry meet the requirements of standards of environment at a reduced cost through innovative methods of common Waste Management System. • Exploit the benefits arising due to optimization of resources and economies of scale.

Scheme	Pharmaceutical Promotion and Development Scheme (PPDS)
Stakeholders	Pharmaceutical Manufacturers
Description	Promotion, Development and Export promotion in pharmaceutical sector by extending financial support for conduct of seminars, conferences, exhibitions, mounting delegations to and from India for promotion of exports as well as investments, conducting studies/consultancies, for facilitating growth, exports as well as critical issues affecting Pharma sector.
Objectives	<ul style="list-style-type: none"> • Conduct training/ knowledge improvement programs/ activities on issues/ subjects relevant to growth of Pharmaceutical Industry • Organize summits, exhibitions, pharmacy weeks, meetings etc. in India • Conduct research studies, sector reports, etc. • Give awards to achievers in pharmaceutical industry

5.1.6. Designation-wise role and activity mapping¹³

The following table elaborates the roles and activities performed by the officials in the Department. Focused areas of capacity enhancement will be identified to facilitate the officials in delivering their roles and activities.

Designation	Role	Activities Performed
JS 1	<p>Overseeing work related to:</p> <ul style="list-style-type: none"> • Policy (Pricing) • NIPERs • Vigilance • Rajbhasha • Parliament • Establishment • Administration 	<ul style="list-style-type: none"> • Implementation of Pradhan Mantri Bharatiya Jan Pariyogna Scheme • Administration of NIPERs act • All matters related to NIPERs • R&D matters, promotion & coordination of basic, applied, and other research related to Pharmaceutical and Medical Devices Sector • All matters related to Rajbhasha • All matters related to Parliament • All matters related to Human Resources • Processing of Salary Bills • All matters related to Non-Salary Bill (LTS, TA and etc.) • Deduction of Income Tax/GST • Matters related to GPF and NPS • All matters related to Administration, IT & Media • All matters related to NIC • Central Registry • Administration of DPCO and all issues related to Pharmaceuticals Pricing Policy • All matters related to National Pharmaceutical Pricing Authority (NPPA) • Review of orders issued by NPPA • Administration of DPEA funds • Monitoring of availability and affordability of drugs and medical devices

¹³ From work allocation orders:

https://pharmaceuticals.gov.in/sites/default/files/consolidated%20work%20order_0001.pdf

Designation	Role	Activities Performed
JS 2	<p>Overseeing work related to:</p> <ul style="list-style-type: none"> • Policy (Pharmaceuticals) • Policy (Medical Devices) • Schemes • International Cooperation • PSUs 	<ul style="list-style-type: none"> • All policy matters related to promotion of pharmaceutical industry and medical device industry • All matters of pharmaceutical industry and medical device industry received from other departments/ministries • All references received from Pharmaceutical Industry and Medical Device Industry • All tax related proposals of pharmaceuticals and medical devices for annual budget • All policy matters related to international trade, WTO/FTAs/WHO/WIPO, etc. • Project Development Cell • Matters related to Pharma Bureau • Implementation of Scheme for Promotion of Bulk Drugs and Medical Device Parks • All matters related to UPCMP & UCMDMP • Implementation of Public Procurement Order (Make in India), 2017 • Implementation PLI Scheme for APIs/KSMs/DIs and Medical Devices • Implementation of Strengthening of Pharmaceutical Industry Scheme • Implementation of PLI Scheme for Pharmaceuticals • All matters related to International Cooperation • All Joint Working Groups (JWG) and MoUs on Pharma & Medical Devices • All matters related to Vigilance • All matters related to PSUs under the department

Designation	Role	Activities Performed
JS 3 & Sr. EA	Overseeing work related to: <ul style="list-style-type: none"> Foreign Direct Investment Integrated finance division and budget 	<ul style="list-style-type: none"> Processing and monitoring of Foreign Direct Investment proposals All matters related to Coordination All matters related to Budget All matters related to Expenditure
Director [FDI, NIPERs]	Overseeing work related to: <ul style="list-style-type: none"> Foreign Direct Investments Parliament matters NIPERs 	<ul style="list-style-type: none"> Processing and monitoring of Foreign Direct Investment proposals All matters related to Parliament Administration of NIPERs act All matters related to NIPERs R&D matters, promotion & coordination of basic, applied and other research related to Pharmaceutical and Medical Devices Sector
Director [IFD, Rajbhasha]	Overseeing work related to: <ul style="list-style-type: none"> Rajbhasha Integrated finance division and budget 	<ul style="list-style-type: none"> All matters related to Rajbhasha All matters related to Budget All matters related to Expenditure
Director [PSUs]	Overseeing work related to: <ul style="list-style-type: none"> PSUs 	<ul style="list-style-type: none"> All matters related to PSUs under the department
Joint Director	Overseeing work related to: <ul style="list-style-type: none"> Policy (Pricing) 	<ul style="list-style-type: none"> All matters related to Rajbhasha All matters related to Budget All matters related to Expenditure

Designation	Role	Activities Performed
Deputy Secretary [Schemes]	Overseeing work related to: <ul style="list-style-type: none"> Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP) Schemes 	<ul style="list-style-type: none"> Implementation PLI Scheme for APIs/KSMs/DIs and Medical Devices Implementation of Strengthening of Pharmaceutical Industry Scheme Implementation of PLI Scheme for Pharmaceuticals Implementation of Pradhan Mantri Bharatiya Jan Pariyogna Scheme
Deputy Secretary [Est., Admn., Cash, Coord.]	Overseeing work related to: <ul style="list-style-type: none"> Establishment Administration Cash Coordination 	<ul style="list-style-type: none"> All matters related to Human Resources Processing of Salary Bills All matters related to Non-Salary Bill (LTS, TA etc.) Deduction of Income Tax/GST Matters related to GPF and NPS All matters related to Administration, IT & Media All matters related to NIC Central Registry All matters related to coordination
Deputy Secretary [Policy (Medical Devices & Pharmaceuticals)]	Overseeing work related to: <ul style="list-style-type: none"> International Cooperation Policy (Medical Devices) Policy (Pharmaceuticals) 	<ul style="list-style-type: none"> All matters related to International Cooperation All Joint Working Groups (JWG) and MoUs on Pharma & Medical Devices All policy matters related to promotion of pharmaceutical industry and medical device industry All matters of pharmaceutical industry and medical device industry received from other departments/ministries All references received from Pharmaceutical Industry and Medical Device Industry

Designation	Role	Activities Performed
		<ul style="list-style-type: none"> All tax related proposals of pharmaceuticals and medical devices for annual budget All policy matters related to international trade, WTO/FTAs/WHO/WIPO, etc. Project Development Cell Matters related to Pharma Bureau Implementation of Scheme for Promotion of Bulk Drugs and Medical Device Parks All matters related to UPCMP & UCMDMP Implementation of Public Procurement Order (Make in India), 2017
Under Secretary [NIPERs]	Overseeing work related to: <ul style="list-style-type: none"> NIPERs 	<ul style="list-style-type: none"> Administration of NIPERs act All matters related to NIPERs R&D matters, promotion & coordination of basic, applied and other research related to Pharmaceutical and Medical Devices Sector
Under Secretary [Schemes]	Overseeing work related to: <ul style="list-style-type: none"> Schemes PMBJP 	<ul style="list-style-type: none"> Implementation PLI Scheme for APIs/KSMs/DIs and Medical Devices Implementation of Strengthening of Pharmaceutical Industry Scheme Implementation of PLI Scheme for Pharmaceuticals Implementation of Pradhan Mantri Bharatiya Jan Pariyogna Scheme
Under Secretary [Pricing]	Overseeing work related to: <ul style="list-style-type: none"> Policy (Pricing) 	<ul style="list-style-type: none"> Administration of DPCO and all issues related to Pharmaceuticals Pricing Policy All matters related to National Pharmaceutical Pricing Authority (NPPA) Review of orders issued by NPPA

Designation	Role	Activities Performed
		<ul style="list-style-type: none"> Administration of DPEA funds Monitoring of availability and affordability of drugs and medical devices
Under Secretary [PSUs, Par. & Coord., Vigilance]	Overseeing work related to: <ul style="list-style-type: none"> Vigilance Coordination Parliament PSUs 	<ul style="list-style-type: none"> All matters related to Parliament All matters related to Coordination All matters related to Vigilance All matters related to PSUs under the department
Under Secretary [Est., Admn., Cash]	Overseeing work related to: <ul style="list-style-type: none"> Establishment Administration Cash 	<ul style="list-style-type: none"> All matters related to Human Resources All matters related to Administration, IT & Media All matters related to NIC Central Registry Processing of Salary Bills All matters related to Non-Salary Bill (LTS, TA etc.) Deduction of Income Tax/GST Matters related to GPF and NPS
Under Secretary [Medical Devices]	Overseeing work related to: <ul style="list-style-type: none"> Policy (Medical Devices) 	<ul style="list-style-type: none"> All policy matters related to promotion of medical device industry All matters of medical device industry received from other departments/ministries All references received from Medical Device Industry All tax related proposals of medical devices for annual budget All policy matters related to international trade, WTO/FTAs/WHO/WIPO, etc.

Designation	Role	Activities Performed
		<ul style="list-style-type: none"> Implementation of Scheme for Promotion of Medical Device Parks All matters related to UCMDMP Implementation of Public Procurement Order (Make in India), 2017
Under Secretary [Pharmaceuticals]	Overseeing work related to: <ul style="list-style-type: none"> Foreign Direct Investments Policy (Pharmaceuticals) 	<ul style="list-style-type: none"> Processing and monitoring of Foreign Direct Investment proposals All policy matters related to promotion of pharmaceutical industry All matters of pharmaceutical industry received from other departments/ministries All references received from Pharmaceutical Industry All tax related proposals of pharmaceuticals for annual budget All policy matters related to international trade, WTO/FTAs/WHO/WIPO, etc. Project Development Cell Matters related to Pharma Bureau Implementation of Scheme for Promotion of Bulk Drugs All matters related to UPCMP
Under Secretary [IFD]	Overseeing work related to: <ul style="list-style-type: none"> Integrated Finance Division & Budget 	<ul style="list-style-type: none"> All matters related to Budget All matters related to Expenditure
Deputy Director [Rajbhasha]	Overseeing work related to: <ul style="list-style-type: none"> Rajbhasha 	<ul style="list-style-type: none"> All matters related to Rajbhasha

Designation	Role	Activities Performed
Deputy Director [IC, Pharmaceuticals]	Overseeing work related to: <ul style="list-style-type: none"> International Cooperation Policy (Pharmaceuticals) 	<ul style="list-style-type: none"> All matters related to International Cooperation All Joint Working Groups (JWG) and MoUs on Pharma & Medical Devices All policy matters related to promotion of pharmaceutical industry All matters of pharmaceutical industry received from other departments/ministries All references received from Pharmaceutical Industry All tax related proposals of pharmaceuticals for annual budget All policy matters related to international trade, WTO/FTAs/WHO/WIPO, etc. Project Development Cell Matters related to Pharma Bureau Implementation of Scheme for Promotion of Bulk Drugs All matters related to UPCMP
Section Officer [Schemes]	Overseeing work related to: <ul style="list-style-type: none"> Schemes PMBJP 	<ul style="list-style-type: none"> Implementation PLI Scheme for APIs/KSMs/DIs and Medical Devices Implementation of Strengthening of Pharmaceutical Industry Scheme Implementation of PLI Scheme for Pharmaceuticals Implementation of Pradhan Mantri Bharatiya Jan Pariyogna Scheme
Section Officer [NIPERs]	Overseeing work related to: <ul style="list-style-type: none"> NIPERs 	<ul style="list-style-type: none"> Administration of NIPERs act All matters related to NIPERs R&D matters, promotion & coordination of basic, applied and other research

Designation	Role	Activities Performed
		related to Pharmaceutical and Medical Devices Sector
Section Officer [Est.]	Overseeing work related to: <ul style="list-style-type: none"> • Establishment 	<ul style="list-style-type: none"> • All matters related to Human Resources
Assistant Section Officer [Pharmaceuticals]	Overseeing work related to: <ul style="list-style-type: none"> • Policy (Pharmaceuticals) 	<ul style="list-style-type: none"> • All policy matters related to promotion of pharmaceutical industry • All matters of pharmaceutical industry received from other departments/ministries • All references received from Pharmaceutical Industry • All tax related proposals of pharmaceuticals for annual budget • All policy matters related to international trade, WTO/FTAs/WHO/WIPO, etc. • Project Development Cell • Matters related to Pharma Bureau • Implementation of Scheme for Promotion of Bulk Drugs • All matters related to UPCMP
Assistant Section Officer [Medical Devices]	Overseeing work related to: <ul style="list-style-type: none"> • Policy (Medical Devices) 	<ul style="list-style-type: none"> • All policy matters related to promotion of medical device industry • All matters of medical device industry received from other departments/ministries • All references received from Medical Device Industry • All tax related proposals of medical devices for annual budget

Designation	Role	Activities Performed
		<ul style="list-style-type: none"> All policy matters related to international trade, WTO/FTAs/WHO/WIPO, etc. Implementation of Scheme for Promotion of Medical Device Parks All matters related to UCMDMP Implementation of Public Procurement Order (Make in India), 2017
Assistant Section Officer [Schemes]	Overseeing work related to: <ul style="list-style-type: none"> Schemes PMBJP 	<ul style="list-style-type: none"> Implementation PLI Scheme for APIs/KSMs/DIs and Medical Devices Implementation of Strengthening of Pharmaceutical Industry Scheme Implementation of PLI Scheme for Pharmaceuticals Implementation of Pradhan Mantri Bharatiya Jan Pariyogna Scheme
Assistant Section Officer [Pricing]	Overseeing work related to: <ul style="list-style-type: none"> Policy (Pricing) 	<ul style="list-style-type: none"> Administration of DPCO and all issues related to Pharmaceuticals Pricing Policy All matters related to National Pharmaceutical Pricing Authority (NPPA) Review of orders issued by NPPA Administration of DPEA funds Monitoring of availability and affordability of drugs and medical devices
Assistant Section Officer [IC]	Overseeing work related to: <ul style="list-style-type: none"> International Cooperation 	<ul style="list-style-type: none"> All matters related to International Cooperation All Joint Working Groups (JWG) and MoUs on Pharma & Medical Devices

Designation	Role	Activities Performed
Assistant Section Officer [IFD]	Overseeing work related to: <ul style="list-style-type: none"> Integrated Finance Division and Budget 	<ul style="list-style-type: none"> All matters related to Budget All matters related to Expenditure
Assistant Section Officer [PSUs]	Overseeing work related to: <ul style="list-style-type: none"> PSUs 	<ul style="list-style-type: none"> All matters related to PSUs under the department
Assistant Section Officer [Par.]	Overseeing work related to: <ul style="list-style-type: none"> Parliament 	<ul style="list-style-type: none"> All matters related to Parliament
Assistant Section Officer [Est.]	Overseeing work related to: <ul style="list-style-type: none"> Establishment 	<ul style="list-style-type: none"> All matters related to Human Resources
Assistant Section Officer [Cash]	Overseeing work related to: <ul style="list-style-type: none"> Cash 	<ul style="list-style-type: none"> Processing of Salary Bills All matters related to Non-Salary Bill (LTS, TA etc.) Deduction of Income Tax/GST Matters related to GPF and NPS
Assistant Section Officer [Admn.]	Overseeing work related to: <ul style="list-style-type: none"> Administration 	<ul style="list-style-type: none"> Central Registry
Assistant Section Officer [Vigilance]	Overseeing work related to: <ul style="list-style-type: none"> Vigilance 	<ul style="list-style-type: none"> All matters related to Vigilance

Designation	Role	Activities Performed
Assistant Section Officer [Admn.]	Overseeing work related to: <ul style="list-style-type: none"> Administration 	<ul style="list-style-type: none"> All matters related to Administration, IT & Media All matters related to NIC
Consultant [Admn.]	Overseeing work related to: <ul style="list-style-type: none"> Administration 	<ul style="list-style-type: none"> Central Registry
Consultant [Pricing]	Overseeing work related to: <ul style="list-style-type: none"> Policy (Pricing) 	<ul style="list-style-type: none"> Administration of DPCO and all issues related to Pharmaceuticals Pricing Policy All matters related to National Pharmaceutical Pricing Authority (NPPA) Review of orders issued by NPPA Administration of DPEA funds Monitoring of availability and affordability of drugs and medical devices
Technical Consultant [FDI]	Overseeing work related to: <ul style="list-style-type: none"> Foreign Direct Investment 	<ul style="list-style-type: none"> Processing and monitoring of Foreign Direct Investment proposals
Technical Consultant [Schemes]	Overseeing work related to: <ul style="list-style-type: none"> Schemes PMBJP 	<ul style="list-style-type: none"> Implementation PLI Scheme for APIs/KSMs/DIs and Medical Devices Implementation of Strengthening of Pharmaceutical Industry Scheme Implementation of PLI Scheme for Pharmaceuticals Implementation of Pradhan Mantri Bharatiya Jan Pariyogna Scheme

5.1.7. Study the present technology use in the Department

Under Digital India program, Department of Pharmaceuticals has taken various initiatives towards e-governance for delivering information and services online to its stakeholders. The following are the current technologies that are being used in Department of Pharmaceuticals

Technology used	Description
For ease of day-to-day tasks ¹⁴	<ul style="list-style-type: none"> • IT based Computer Centre: Is set up by NIC, delivering Technical Consultancy, Networking, application development & implementation, Internet & Email, database management & training. • Local Area Network: All workplaces in the department are connected on Local Area Network (LAN) which is already IPv6 compliant and is managed by the NIC to provide round the clock facilities for e-mail, intranet / internet, and database access operations. • Website: Bilingual Web Site of department is hosted on NIC cloud to ensure security and maximum reach of information to the citizens. • Social Media: To improve the quality of government decisions, policy making and create awareness, department has created Facebook and Twitter accounts. Information regarding the conferences, seminars, launches, etc. of the Department is posted on it promptly. • Video Conferencing (VC): During the corona pandemic, to avoid person to person meetings, video conferencing facility has been provided to all the officers of the department to discuss all the important issues. PSUs and NIPERs had also installed the video conferencing facility. • Virtual Private Network (VPN): During corona pandemic, when it was not possible for all the officials to attend the office, a VPN facility was provided to them so that they could work from home and dispose of the official work smoothly. • Workflow Automation: To retrieve files, records, reduce duplicity. The following has been implemented as part of e-office <ul style="list-style-type: none"> ○ e-File ○ e-Tour ○ Knowledge Management System (KMS) ○ Personnel Information Management System (PIMS)

¹⁴ From Department of Pharmaceuticals Annual Report 2021-22 & from the documents shared by DoP

Technology used	Description
	<ul style="list-style-type: none"> ○ Collaboration & Messaging Service (CAMS).
e-Governance ¹⁵	<ul style="list-style-type: none"> • Various applications have been developed by NIC to strength monitoring, decision making and making right information available at the right time. <ul style="list-style-type: none"> ○ SPARROW - Smart Performance Appraisal Report Recording Online Window application, which allows online submission of eAPAR of IAS and CSS cadre officers ○ Visitor Management System - This facilitates citizens for online registration of requests for their visit to the department and approval is given to authenticated visitors and gate pass is issued ○ Legal Information Management & Briefing System (LIMBS) - LIMBS is a web-based portal for monitoring and handling of various court cases of the Government. ○ Online RTI-MIS - To dispose of and monitor RTI applications efficiently. ○ Centralized Public Grievance Redress Monitoring System (CPGRAMS): CPGRAMS is implemented in the Department and all the attached offices to address Public Grievances received online with minimum delay. ○ E-publishing of Tenders - E-publishing of tenders is implemented by uploading tenders on Central Public Procurement Portal. ○ Electronic-Human Resource Management System (e-HRMS): Personnel Data of all employees are uploaded. Module Service book Detail, Leave and LTC are operational ○ SUPREMO: This is single user platform related to employees of Government of India. Information of the personnel under Appointment Committee of the Cabinet (ACC) is being uploaded onto the website. ○ e-Samiksha

¹⁵ From Department of Pharmaceuticals Annual Report 2021-22 & from the documents shared by DoP

5.1.8. Emerging Sectoral Trends

This section focuses on the recent developments in the Pharmaceutical and Medical Device sector

Recent Developments	Description
Artificial Intelligence ¹⁶	<ul style="list-style-type: none"> AI is accelerating the drug discovery and development process. Start-ups are utilizing AI for automations, optimization of manufacturing processes, design effective marketing and post-launch strategies AI is used for patient cohort identification by scanning medical records AI has also been used for creation and distribution of vaccines The use of AI technology enables healthcare professionals to analyze patterns in data sets to understand the implications, benefits, and success rates of new drugs before launching them into the market. According to estimates, on average it takes about 12 years and \$2.9 billion for an experimental drug to advance from concept to market. A.I. can downsize these numbers significantly. Some of other areas that will benefit from AI include clinical trials, fraud detection, strengthen quality control processes, and the overall improvement of medications
Big Data & Analytics ¹⁷	<ul style="list-style-type: none"> Early-stage disease detection and high-risk patient identification

¹⁶ From the articles:

- <https://www.avenga.com/magazine/pharmaceutical-industry-trends/>
- <https://www.startus-insights.com/innovators-guide/top-10-pharma-industry-trends-innovations-in-2021/#artificial-intelligence>
- <https://www.wns.com/perspectives/articles/articledetail/220/top-4-pharma-trends-in-2025>
- <https://masschallenge.org/articles/pharma-healthtech-trends/>
- <https://medicalfuturist.com/top-10-trends-shaping-future-pharma/#>
- <https://linchpinseo.com/trends-pharmaceutical-industry/>
- <https://healthcaremba.gwu.edu/blog/pharmaceutical-industry-trends/>
- <https://www.netscribes.com/pharma-industry-trends-and-outlook-for-2023/>
- <http://bwhealthcareworld.businessworld.in/article/Healthcare-Trends-To-Look-For-In-2023/03-01-2023-460160/>

¹⁷ From the above articles

Recent Developments	Description
	<ul style="list-style-type: none"> • Preventative care strengthening • Modelling of disease spreading and the development of new mass disease prevention strategies • Analytics are performed on patient records, medical imaging, and hospital data, etc. • Shortens R&D cycles, hence decreasing exploration time • Can determine drugs side effects beforehand • Enables the possibility of in-silico trials
Precision Medicine	<ul style="list-style-type: none"> • Precision medicine comes from the idea of treating each patient as a unique individual. Advancements in omic and data analysis are providing new insights into how the human body responds to drugs. • Drug exposure models determine the pharmacokinetic and pharmacodynamic properties of drugs for arriving at the right dosage for drugs based on age, sex, comorbidities, and other clinical parameters. • Start-ups make use of population pharmacokinetics, as well as scientific literature data, for real-time prediction of efficacy and drug interaction, on each individual • Doctors can administer the right therapy to the right patient at the right time • Medical experts try to incorporate genetics into the process of creating targeted therapies and personalized treatments • The problem for manufacturers is that a smaller quantity of medication is produced, which means there is more than one treatment variation. Notably, the production of precision medicine requires facilities that are specialized and smaller than most factories
Advanced Manufacturing techniques	<ul style="list-style-type: none"> • The need for precision medicine is also making pharmaceutical companies rethink the manufacturing process. • 3D printing of human tissues has great applications in drug development, organ engineering, and regenerative medicine (Bio printing) • Enables small batch production for clinical trials and precise personalized dosage forms for individuals • 3D printing of pills

Recent Developments	Description
	<ul style="list-style-type: none"> • Testing drug toxicity at a specific dosage • Modelling diseases and testing various treatment procedures • Measuring a drug's metabolic effects in living tissue • Robotic Surgeries
<p>More advancements in R&D¹⁸</p>	<ul style="list-style-type: none"> • Effort to achieve greater effectiveness and efficiency in meeting the needs of patients while also protecting the bottom line • To identify medications that can improve patients' experience and quality of life in a more meaningful way • To move up the value chain, the pharma industry needs to focus on innovation • Pharma companies are also expected to put more focus on the usage of technology, biological sciences, and cell and gene therapy, as part of the trend • Gene and cell therapies, for example, are proving successful in the treatment of cancers and hereditary conditions

¹⁸ From the articles used for footnote 11 plus the following articles:

1. <https://www.expresspharma.in/top-trends-in-pharma-marketing-in-2022-will-continue-to-dominate-the-sector-in-2023/>
2. <https://www.wns.com/perspectives/articles/articledetail/220/top-4-pharma-trends-in-2025>
3. <https://www.netscribes.com/pharma-industry-trends-and-outlook-for-2023/>

5.2. Opportunities in use of technology for the relevant functional areas of department

There are many technologies implemented in the ministry and a few are underway but there are many more opportunities where technology can be used to make a few processes seamless. The opportunities are listed below mapping them to the outcomes of their implementation

Sl. No.	Opportunities	Outcomes
1.	A technical mechanism where industry inputs can seamlessly reach the concerned officers/officials in Department of Pharmaceuticals.	<ol style="list-style-type: none"> 1. The prospering of the industry in India 2. For international cooperation with other countries 3. To bring changes in existing regulations/policies or make new ones
2.	A similar technical mechanism where inputs from the technical institutions can be shared with the Department of Pharmaceuticals' officers/officials, it is useful in both ways:	<ol style="list-style-type: none"> 1. When DoP officers/officials need some inputs from these institutions they can directly request it 2. When the institutions need some support from the department, they can easily connect with the relevant officials
3.	A platform can be made where inter MDOs (especially with the MDO working on related schemes or policies or get affected by the decisions of Department of Pharmaceuticals) communications and collaborations will be seamless	<ol style="list-style-type: none"> 1. Reduces the same work being done in various MDOs in the country 2. MDOs can collaborate for certain projects where inter disciplinary expertise is required
4.	Institutionalize a process where the in-house senior officials can provide training and share their experience in a peer-to-peer learning mode on any of the topics relevant to the functioning of Department of Pharmaceuticals	Increased awareness in the topics and better functioning of the officers

5.	Templatization of preparing proposal notes, cabinet notes & drafting of schemes and giving access for the same to all the ministry officials.	Reduces time taken in preparing proposal notes, cabinet notes as these skills are required in all the divisions
6.	Online workflow system to coordinate with NIPERs, to receive constant feedbacks and have follow ups (regarding funds, constructions, research, etc.)	Reduces time taken in taking decisions related to NIPERs

5.1.9. Ongoing Capacity Building Programs

The following tables depicts the existing Capacity Building Programs in the ministry

<p>Legacy Capacity Building Programs</p>	<p>Trainings conducted by ISTM that need to be mandatorily attended by the staff on elevation from one role to another.</p> <ol style="list-style-type: none"> 1. ASO level - Foundation training course (conducted 3 months prior to posting) 2. SO (level B training) - 5 weeks training 3. US (level D training) - 4 weeks training 4. DS (level E training) - 4 weeks training 5. Dir (level F training) - 3 weeks training
<p>Existing Capacity Building Programs¹⁹</p>	<ul style="list-style-type: none"> • Interactive session 2021 for “Improving Efficiency in the functioning” of the Department of Pharmaceuticals <ul style="list-style-type: none"> ○ Using EPM methodology (E=Efficient; P=Productive; M=Meaningful) • Preparing Cabinet notes • Reservations Roster • E office operation • E Samiksha • Ease of doing business portal operations

5.2. Competency Needs Assessment on Individuals & Organizational level (CNA)

5.2.1. Focused Group Discussion (FGD)

1. Focus Group Discussion (FGD) is a qualitative research method and data collection technique in which the team held FGDs with the identified divisions inviting representation from top and bottom levels. FGDs were conducted by having homogenous grouping of the MDO staff at different levels including administrative, technical and administration & finance staff that are associated with different division/ scheme/ program/ unit of the department.
2. At Department of Pharmaceuticals, the Focused Group Discussions were conducted on 20/12/2022 and covered a total of 30 officials. The discussions were also conducted at NPPA, PMBI and NIPERs, the count is shown in the table below

Number of officials covered in DoP, NPPA, PMBI & NIPERs

Roles	Number of Officials covered
Joint Secretary	2
Senior Economic Advisor	1
Deputy Secretary	2
Deputy Director	2
Under Secretary	4
Section Officer	3
Assistant Section Officer	3
Young Professionals	13
Sub-total DoP Count	30
Officials in NPPA	5
Officials in PMBI	4
Officials in NIPERs	5
Total Count	44

5.2.2. Capacity Need Analysis for Role wise Competency Needs

1. Capacity Needs Analysis is a framework that assesses the desired capacity against existing capacity in order to identify the capacity gaps. For Capacity Needs Analysis survey, a Google survey form was prepared & finalized with a consultation with CBC and MDO to assess the Capacity Needs Assessment of individuals in the unique role in an organization. The survey is a self-evaluation, where the competency gaps are captured for both training needs and collective organizational needs of the MDO. The Capacity Need Analysis focused on Behavioral, Functional and Domain competencies.
2. The coverage of the CNA survey at the department is shown via tables below

The coverage of Capacity Needs Analysis (CNA) at DoP (17/01/23 – 16/02/23)

Roles	Number of Officials covered
Joint Secretary	1
Senior Economic Advisor	1
Director	2
Deputy Secretary	2
Joint Director	1
Deputy Director	1
Under Secretary	5
Section Officer	2
Assistant Section Officer	5
Consultants	6
Young Professional	4
Total Count	30

The coverage of Capacity Needs Analysis (CNA) at NIPERs (19/01/23 – 07/02/23)

Roles	Number of Officials covered
Director	1
Registrar	1
Dean/Head of the department/Professor	5

Scientist	12
Associate Professor	7
Library & Information Officer	2
Assistant Registrar	1
Assistant Professor	26
Technical Staff	15
Accountant	2
Administrative Staff	21
Total Count	93

The coverage of Capacity Needs Analysis (CNA) at NIPERs by institute

Roles	Number of Officials covered
NIPER Ahmedabad	5
NIPER Guwahati	31
NIPER Hajipur	21
NIPER Hyderabad	1
NIPER Kolkata	1
NIPER Mohali	11
NIPER Raebareli	23
Total Count	93

The coverage of Capacity Needs Analysis (CNA) at PMBI (23/01/23 – 07/02/23)

Roles	Number of Officials covered
General Manager	1
Deputy General Manager	1

Manager	14
Deputy Manager	5
Assistant Manager	47
Senior Executive	18
Senior Marketing Officer	2
Marketing Officer	2
Executive	25
Senior Pharmacist	1
Pharmacist	1
Nodal Officer	1
Junior Officer	12
Assistant	3
Total Count	133

The coverage of Capacity Needs Analysis (CNA) at NPPA (11/01/23 – 31/01/23)

Roles	Number of Officials covered
Chairman	1
Member Secretary	1
Director	1
Joint Director	3
Advisor	2
Deputy Director	4
Assistant Director	1
Under Secretary	1
Assistant Section Officer	1



Capacity Building Commission, Government of India

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

Senior Statistical Officer	1
Senior Translation Officer	1
Junior Statistical Officer	1
Senior PPS	1
Principial Staff Officer	1
Consultant	15
DEO	5
Stenographer - D	2
Young Professional	7
Total Count	49

5.2.3. Role wise competency needs

The CNA for designation wise competency needs had the major discussion on Key focus areas activities and functions of each division/cell/department under a Joint Secretary, Initiatives being undertaken to meet the short- and medium-term goals, and targets/ milestones, if any and Key skills gap & competency challenges faced by the division/cell/department in executing the above objectives.

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
1	Joint Secretary	NIPERs, PMBJP, Establishment & Administration and Rajbhasha	DoP	<ul style="list-style-type: none"> • Policies made for Pharmaceutical & Medical device industry • Functions of other MDOs (associated with the department of pharmaceuticals) • Drugs & Cosmetics Act and Rules framed thereunder/ Clinical Trials/ Medical Devices Rules and amendments made thereto • Understanding of functioning of E-office • Understanding of GeM Marketplace • Knowledge of Public Financial Management System • Understanding of General Financial Rules, 2017 • Functioning of NIC applications- email, messenger, cloud storage and others • Working with MS Office 	D D D F F F F F	Advanced ²⁰

²⁰ All competencies are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Procurement & Tender Writing • Promoting via Social Media • Project Management • Knowledge Management • Policy Making • Gender Budgeting • Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs • Ethics • Negotiation Skills • Conflict Solving Strategies • Strategic thinking • Conceptual Thinking • Networking skills • Consultation & Consensus Building • Innovative Thinking • Leadership 	<ul style="list-style-type: none"> F F F F F F F B B B B B B B B B B B 	
2	Senior Economic Advisor	Policy (Pricing)	DoP	<ul style="list-style-type: none"> • Understanding of functions of DPCO/NPPA • Knowledge of existing Joint Working Groups/MoUs of department of pharmaceuticals • Understanding the relations with 	<ul style="list-style-type: none"> D D D 	<ul style="list-style-type: none"> Advanced Advanced Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				WTO/FTAs/WHO/WIPO etc		
				• Knowledge of Bulk Drug Parks	D	Advanced
				• Knowledge on DPEA funds	D	Advanced
				• Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI	D	Advanced
				• Negotiation Skills	B	Advanced
				• Strategic thinking	B	Advanced
				• Consultation & Consensus Building	B	Advanced
				• Planning & Coordination	B	Advanced
				• Innovative Thinking	B	Advanced
				• Promoting via Social Media	F	Advanced
				• Project Management	F	Basic
				• Knowledge Management	F	Basic
				• Continuous Process Improvement	F	Basic
				• Resume filtering using applicant tracking software	F	Basic
				• Data analysis	F	Basic
				• Financial Management	F	Basic
				• Organizational skills	F	Basic
				• Knowledge of taxation of products, GST and customs duty	F	Basic
				• Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Basic
				• Team Management	B	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Financial Management Preparation of Annual Reports Knowledge of taxation of products, GST and customs duty Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs Conflict Solving Strategies Conceptual Thinking Planning & Coordination Innovative Thinking Communication Skills 	F F F B B B B B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced
		Policy (Medical Devices) and International Cooperation	DoP	<ul style="list-style-type: none"> Understanding the relations with WTO/FTAs/ WHO/WIPO etc Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Policies of Pharmaceutical & Medical device industry Functions of other MDOs (which are working on projects related pharmaceuticals) Drugs, Cosmetics and Medical Device Regulations 	D D D D D F	Advanced ²¹

²¹ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of functioning of E-office Knowledge of Public Financial Management System Policy Making Negotiation Skills Planning & Coordination Communication Skills 	F F B B B	
5	Joint Director	Policy (Pricing)	DoP	<ul style="list-style-type: none"> Knowledge of existing Joint Working Groups/MoUs of department of pharma Knowledge on DPEA funds Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Policies of Pharmaceutical & Medical device industry Understanding of functioning of E-office Knowledge of Public Financial Management System Understanding of General Financial Rules, 2017 Knowledge on RTI resolutions Working with MS Office Budgeting 	D D D D F F F	Advanced ²²

²² All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of Office Protocols Overview of Organogram Project Marketing Project Management Benchmarking Policy making Resume filtering using applicant tracking software Financial Management Report Writing Drafting proposals Filing Vigilance returns Negotiation Skills Self Management Conflict Solving Strategies Seeking Information Strategic thinking Conceptual Thinking Giving Feedback Decision Making Stakeholder Analysis & Management Planning & Coordination Problem Solving Communication Skills Desire for Knowledge 	F F F F F F F F F F F F F F F F F F B B B	
6	Deputy Director	International Collaboration	DoP	<ul style="list-style-type: none"> Understanding the relations with WTO/FTAs/WHO/WIPO etc 	D D	Advanced ²³

²³ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Policies of Pharmaceutical & Medical device industry • Functions of Pharma Bureau • Understanding of functioning of E-office • Knowledge of Public Financial Management System • Understanding of General Financial Rules, 2017 • Knowledge on RTI resolutions • Functioning of NIC applications- email, messenger, cloud storage and others • Knowledge of IFD Framework • Training for cabinet note, EFC or office order preparation • Working with MS Office • Budgeting • Promoting via Social Media • Knowledge on Central Civil Conduct Code • Continuous Process Improvement • Policy making • Data analysis • Vacancy monitoring • Accounting skills • Financial Management • Pension Administration 	<ul style="list-style-type: none"> D D F F F F F F F F F F F F F F F F F F F F F F F 	

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Formulations of schemes/ frame guidelines 	D	Advanced
				<ul style="list-style-type: none"> Exposure to Pharma industry via visits 	D	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of E-office 	F	Advanced
				<ul style="list-style-type: none"> Understanding of General Financial Rules, 2017 	F	Advanced
				<ul style="list-style-type: none"> Knowledge on RTI resolutions 	F	Advanced
				<ul style="list-style-type: none"> Functioning of NIC applications- email, messenger, cloud storage and others 	F	Advanced
				<ul style="list-style-type: none"> Knowledge of IFD Framework 	F	Advanced
				<ul style="list-style-type: none"> Budgeting 	F	Advanced
				<ul style="list-style-type: none"> Project Management 	F	Advanced
				<ul style="list-style-type: none"> Microsoft Excel & Presentations 	F	Advanced
				<ul style="list-style-type: none"> Organizational Awareness 	F	Advanced
				<ul style="list-style-type: none"> Strategic thinking 	B	Advanced
				<ul style="list-style-type: none"> Conceptual Thinking 	B	Advanced
				<ul style="list-style-type: none"> Result Orientation 	B	Advanced
				<ul style="list-style-type: none"> Delegation 	B	Advanced
				<ul style="list-style-type: none"> Work-Life Balance 	B	Advanced
				<ul style="list-style-type: none"> Understanding of PLI Schemes for APIs/KSMs and Dis 	D	Basic
				<ul style="list-style-type: none"> Understanding of PLI Schemes for Medical Devices 	D	Basic
				<ul style="list-style-type: none"> Understanding of functioning of Pradhan Mantri Bhartiya 	D	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				Janaushadhi Pariyojana (PMBJP)		
				<ul style="list-style-type: none"> Understanding of Pharmaceutical Promotion and Development Scheme (PPDS) 	D	Basic
				<ul style="list-style-type: none"> Understanding of GeM Marketplace 	F	Basic
		Establishment & Administration	DoP	<ul style="list-style-type: none"> Understanding of PLI Schemes for Medical Devices 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of Bulk Drug Parks 	D	Advanced
				<ul style="list-style-type: none"> Understanding of GeM Marketplace 	F	Advanced
				<ul style="list-style-type: none"> Understanding of General Financial Rules, 2017 	F	Advanced
				<ul style="list-style-type: none"> Knowledge on RTI resolutions 	F	Advanced
				<ul style="list-style-type: none"> Working with MS Office 	F	Advanced
				<ul style="list-style-type: none"> Policies of Pharmaceutical & Medical device industry 	D	Basic
				<ul style="list-style-type: none"> Functions of Pharma Bureau 	D	Basic
				<ul style="list-style-type: none"> Knowledge of Public Financial Management System 	F	Basic
				<ul style="list-style-type: none"> Functioning of NIC applications- email, messenger, cloud storage and others 	F	Basic
				<ul style="list-style-type: none"> Knowledge of IFD Framework 	F	Basic
					F	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Training for cabinet note, EFC or office order preparation • Vendor Management • Budgeting • Procurement & Tender Writing • Promoting via Social Media • Benchmarking • Data analysis • Financial Management • Cash Flow Management • Gender Budgeting • Filing Vigilance returns • Knowledge on matters related to Information, Education and Communication (IEC) • Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs • Self Confidence • Motivation • Communication Skills 	F F F F F F F F F F F F F F B B B	Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
		NIPERs	DoP	<ul style="list-style-type: none"> • Knowledge of Bulk Drug Parks • Functions of Pharma Bureau • Policies of Pharmaceutical & Medical device industry • Functions of other MDOs (which are working on projects related pharmaceuticals) 	D D D D	Basic Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Knowledge of Public Financial Management System Accounting skills 	F F	Basic Basic
		Policy (Pharma)	DoP	<ul style="list-style-type: none"> Knowledge of UPCMP Understanding of PLI Schemes for APIs/KSMs and Dis Knowledge of Bulk Drug Parks Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Policies for Pharmaceutical & Medical device industry Understanding of functioning of E-office Knowledge of Public Financial Management System Understanding of General Financial Rules, 2017 Knowledge on RTI resolutions Working with MS Office Policy making Knowledge of taxation of products, GST and customs duty Knowledge on DPEA funds Technical Writing Data analysis Negotiation Skills 	D D D D D F F F F F F D F F F D F F B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Self Management Self Confidence Giving Feedback Decision Making 	B B B B	Basic Basic Basic Basic
		Policy (Pricing)	DoP	<ul style="list-style-type: none"> Understanding of functions of DPCO/NPPA Understanding of functioning of E-office Drafting proposals Rules of procedure and Conduct of Business in Parliament Self Confidence Seeking Information Assertiveness Strategic thinking Conceptual Thinking Networking skills Result Orientation Motivation Innovative Thinking Problem Solving Communication Skills Self-Awareness and Self-Control Desire for Knowledge Time Management Work-Life Balance Leadership Taking Ownership Active Listening Skills Knowledge on DPEA funds Understanding of General Financial Rules, 2017 	D F F F B B B B B B B B B B B B B B B B B B D F F	Advanced Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Knowledge on RTI resolutions • Functioning of NIC applications- email, messenger, cloud storage and others • Knowledge of IFD Framework • Vendor Management • Budgeting • Promoting via Social Media • Knowledge on Raj Bhasha • Policy making • Ethics • Organizational Awareness • Conflict Solving Strategies 	F F F F F F F F B B B	Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
8	Section Officer	Establishment & Administration	DoP	<ul style="list-style-type: none"> • Understanding of functioning of E-office • Knowledge on RTI resolutions • Functioning of NIC applications- email, messenger, cloud storage and others • Knowledge of IFD Framework • Working with MS Office • Empathy • Team-Working • Integrity • Developing Others 	F F F F F B B B B	Advanced ²⁴

²⁴ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Training for cabinet note, EFC or office order preparation • Organizational Awareness • Negotiation Skills • Planning & Coordination • Team Management 	F F B B B	Advanced Advanced Advanced Advanced Advanced
		PSUs	DoP	<ul style="list-style-type: none"> • Knowledge of existing Joint Working Groups/MoUs of department of pharma • Understanding of functioning of PSUs (IDPL, HAL, KAPL, BCPL, RDPL) • Functions of other MDOs (which are working on projects related pharmaceuticals) • Understanding of functioning of E-office • Knowledge of Public Financial Management System • Knowledge on RTI resolutions • Functioning of NIC applications- email, messenger, cloud storage and others • Working with MS Office • National Anthem, Flag code of India and State Emblem of India • Drafting proposals 	D D D F F F F F F F	Basic ²⁵

²⁵ All are basic level

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Training for cabinet note, EFC or office order preparation • Budgeting • Preparation of Annual Reports • Drafting proposals • Organizational Awareness • Conflict Solving Strategies • Active Listening Skills • Understanding of GeM Marketplace • Knowledge of Public Financial Management System • Knowledge of IFD Framework • Vendor Management • Procurement & Tender Writing • Promoting via Social Media • Purchase forecasting • Team Management 	<ul style="list-style-type: none"> F F F B B B F F F F F F F F F F F F 	<ul style="list-style-type: none"> Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
11	Senior Technical Consultant	Foreign Direct Investment	DoP	<ul style="list-style-type: none"> • Policy making • Data analysis • Strategic thinking • Consultation & Consensus Building • Understanding of PLI Schemes for APIs/KSMs and Dis • Understanding of PLI Schemes for Medical Devices 	<ul style="list-style-type: none"> F F F F D D 	<ul style="list-style-type: none"> Advanced Advanced Advanced Advanced Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				chain including medicines, vaccines, API, DI		
				• Policy making with detailed market analysis of Pharmaceutical sector	D	Advanced
				• PMP certification training and tableau library python	F	Advanced
				• Organizational Awareness	B	Advanced
				• Commitment to the Organization	B	Advanced
				• Self Management	B	Advanced
				• Conflict Solving Strategies	B	Advanced
				• Strategic thinking	B	Advanced
				• Conceptual Thinking	B	Advanced
				• Consultation & Consensus Building	B	Advanced
				• Decision Making	B	Advanced
				• Customer Centric		
				• Stakeholder Analysis & Management	B	Advanced
				• Developing Others	B	Advanced
				• Motivation	B	Advanced
				• Problem Solving	B	Advanced
				• Self-Awareness and Self-Control	B	Advanced
				• Time Management	B	Advanced
				• Work-Life Balance		
				• Leadership	B	Advanced
				• Active Listening Skills	B	Advanced
				• Understanding of PLI Schemes for APIs/KSMs and DIs	B	Advanced
					D	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of PLI Schemes for Medical Devices 	D	Basic
				<ul style="list-style-type: none"> Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI 	D	Basic
				<ul style="list-style-type: none"> Policies for Pharmaceutical & Medical Device Industry 	D	Basic
				<ul style="list-style-type: none"> Project Management 	F	Basic
				<ul style="list-style-type: none"> Team Management 	B	Basic
		Policy (Pharma)	DoP	<ul style="list-style-type: none"> Knowledge of UPCMP 	D	Advanced ²⁶
				<ul style="list-style-type: none"> Understanding the relations with WTO/FTAs/WHO/WIPO etc 	D	
				<ul style="list-style-type: none"> Knowledge on DPEA funds 	D	
				<ul style="list-style-type: none"> Functions of other MDOs (which are working on projects related pharmaceuticals) 	D	
				<ul style="list-style-type: none"> Pharmaceutical Regulatory of different countries 	D	
				<ul style="list-style-type: none"> Knowledge of IFD Framework 	F	
				<ul style="list-style-type: none"> Working with MS Office 	F	
				<ul style="list-style-type: none"> Vendor Management 	F	
				<ul style="list-style-type: none"> Technical Writing 	F	
				<ul style="list-style-type: none"> Data analysis 	F	
				<ul style="list-style-type: none"> Report Writing 	F	
				<ul style="list-style-type: none"> Preparation of Annual Reports 	F	

²⁶ All are advanced level

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Conflict Solving Strategies Networking skills Decision Making Integrity Developing Others Leadership Knowledge of UPCMP Understanding of functioning of Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP) Understanding of functioning of PSUs (IDPL, HAL, KAPL, BCPL, RDPL) Knowledge on DPEA funds Strategic thinking 	B B B B B B B D D D D B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic
		Legal	DoP	<ul style="list-style-type: none"> Knowledge of UPCMP Understanding of PLI Schemes for APIs/KSMs and Dis Understanding of PLI Schemes for Medical Devices Understanding of functioning of Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP) Understanding of Pharmaceutical Promotion and Development Scheme (PPDS) 	D D D D D	Advanced Advanced Advanced Advanced Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of functions of DPCO/NPPA 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of existing Joint Working Groups/MoUs of department of pharma 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of NIPER Act 	D	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of NIPERs 	D	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of PSUs (IDPL, HAL, KAPL, BCPL, RDPL) 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of Bulk Drug Parks 	D	Advanced
				<ul style="list-style-type: none"> Knowledge on DPEA funds 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI 	D	Advanced
				<ul style="list-style-type: none"> Industry Interaction 	D	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of E-office 	D	Advanced
				<ul style="list-style-type: none"> Procurement & Tender Writing 	F	Advanced
				<ul style="list-style-type: none"> Promoting via Social Media 	F	Advanced
				<ul style="list-style-type: none"> Technical Writing 	F	Advanced
				<ul style="list-style-type: none"> Knowledge Management 	F	Advanced
				<ul style="list-style-type: none"> Policy making 	F	Advanced
				<ul style="list-style-type: none"> Resume filtering using applicant tracking software 	F	Advanced
				<ul style="list-style-type: none"> Understanding of recruitment process 	F	Advanced
				<ul style="list-style-type: none"> Data Analysis 	F	Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Organizational Awareness Self Management Gender Awareness Team-Working Time Management Work-Life Balance Negotiation Skills Conflict Solving Strategies Networking skills Consultation & Consensus Building Customer Centric Stakeholder Analysis & Management 	B B B B B B B B B B B B	Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic Basic
		Policy (Pricing)	DoP	<ul style="list-style-type: none"> All domain competencies 	-	-
		PSUs	DoP	<ul style="list-style-type: none"> Understanding of functioning of PSUs (IDPL, HAL, KAPL, BCPL, RDPL) Understanding of functioning of E-office Working with MS Office Technical Writing Continuous Process Improvement Organizational skills Report Writing Preparation of Annual Reports Drafting proposals Knowledge of UPCMP Understanding of functions of DPCO/NPPA 	D F F F F F F F F D D D	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				• Overview of Organogram	F	Advanced
				• National Anthem, Flag code of India and State Emblem of India	F	Advanced
				• Knowledge on Central Civil Conduct Code	F	Advanced
				• Knowledge on Raj Bhasha	F	Advanced
				• Understanding of recruitment process	F	Advanced
				• Financial Management	F	Advanced
				• Supplier relationship management	F	Advanced
				• Report Writing	F	Advanced
				• Drafting proposals	F	Advanced
				• Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced
				• Vendor Management	F	Basic
				• Budgeting	F	Basic
				• Filing Vigilance returns	F	Basic
				• Knowledge on matters related to Information, Education and Communication (IEC)	F	Basic
				• Knowledge of taxation of products, GST and customs duty	F	Basic
				• Negotiation Skills	B	Basic
				• Conflict Solving Strategies	B	Basic
				• Conceptual Thinking		
				• Consultation & Consensus Building	B	Basic
				• Problem Solving	B	Basic
				• Time Management	B	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
					B	Basic
		Process of Indent, Procurement through GeM, etc.	NIPER (G)	<ul style="list-style-type: none"> • Knowledge of NIPER Act • Understanding of GeM Marketplace • Understanding of General Financial Rules, 2017 • Functioning of NIC applications- email, messenger, cloud storage and others • Working with MS Office • Procurement & Tender Writing • Understanding of Office Protocols • Knowledge on Raj Bhasha • Purchase forecasting • Knowledge of taxation of products, GST and customs duty • Organizational Awareness • Commitment to the Organization • Self Confidence • Leading Others • Planning & Coordination • Initiative & Drive • Problem Solving • Communication Skills • Self-Awareness and Self-Control • Work-Life Balance • Understanding of functioning of E-office • Negotiation Skills 	D F F F F F F F F F F F F F F B B B B B B B B B B F B	Advanced Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
		Fund management, GeM, Supervision of guest House, secretarial assistance to director, etc.	NIPE R (Ha)	<ul style="list-style-type: none"> Knowledge of NIPER Act Understanding of General Financial Rules, 2017 Understanding of GeM Marketplace Knowledge on Raj Bhasha Understanding of recruitment process Vacancy Monitoring Negotiation Skills Time Management Problem Solving Integrity Decision Making Networking skills Conflict Solving Strategies Organizational Awareness Ethics 	D F F F F B B B B B B B B B	Advanced ²⁷
		-	NIPE R (M)	<ul style="list-style-type: none"> Negotiation Skills Strategic thinking Networking skills Result Orientation Decision Making Stakeholder Analysis & Management Team-Working Planning & Coordination Attention to Detail Innovative Thinking Communication Skills Leadership 	B B B B B B B B B B B B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced

²⁷ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Active Listening Skills Knowledge of NIPER Act Understanding of General Financial Rules, 2017 Working with MS Office Understanding of Office Protocols Knowledge Management Continuous Process Improvement Data analysis Financial Management Organizational skills Cash Flow Management 	B D F F F F F F F F F F F	Advanced Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
		Administration, Stores, Finance, etc.	NIPE R (R)	<ul style="list-style-type: none"> Knowledge of NIPER Act National Anthem, Flag code of India and State Emblem of India Knowledge on Central Civil Conduct Code Knowledge of taxation of products, GST and customs duty Communication Skills Delegation Networking Skills Negotiation Skills Self Management Functioning of NIC applications- email, messenger, cloud storage and others Working with MS Office Overview of Organogram 	D F F F B B B B B F F F	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Knowledge on Raj Bhasha 	F	Basic
15	Assistant Professor	Teaching & Research – Placements	NIPE R (A)	<ul style="list-style-type: none"> Knowledge of Medicinal Chemistry Knowledge of Pharmaco-informatics Knowledge of Natural Products Understanding of Pharmaceutical Analysis Project Management Team Management Self Management Motivation Innovative Thinking Self-Awareness and Self-Control Time Management 	D D D D F B B B B B B	Advanced ²⁸
		Teaching & Research – Administrative activities		NIPE R (A)	<ul style="list-style-type: none"> Knowledge of NIPER Act Understanding of emerging technologies in drug manufacturing and dosage formulation Understanding of Pharmaceutical Analysis Drafting proposals Knowledge of Medicinal Chemistry Knowledge of Pharmacy Practice Understanding of functioning of Centre for Infectious Diseases Understanding of GeM Marketplace 	D D D F D D D F

²⁸ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Giving Feedback • Decision Making • Knowledge of Pharmacy Practice • Understanding of GeM Marketplace • Functioning of NIC applications- email, messenger, cloud storage and others • Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs • Understanding of functioning of E-office • Understanding of Office Protocols • National Anthem, Flag code of India and State Emblem of India • Understanding of recruitment process • Knowledge of taxation of products, GST and customs duty • Commitment to the Organization • Gender Awareness • People First Approach • Empathy • Work-Life Balance 	B B B B D F F F F F F F F F F B B B B	Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
		Teaching, Research and	NIPE R (Ha)	<ul style="list-style-type: none"> • Understanding of emerging technologies in drug manufacturing and dosage formulation 	D	Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
		Administration Work		<ul style="list-style-type: none"> Advanced Technologies: Precision Medicine, Applied Engineering, Chemi & Bio informatics, Novel Drug Delivery Systems etc. 	D	Advanced
				<ul style="list-style-type: none"> National Anthem, Flag code of India and State Emblem of India 	F	Advanced
				<ul style="list-style-type: none"> Working with MS Office 	F	Advanced
				<ul style="list-style-type: none"> Project Management 	F	Advanced
				<ul style="list-style-type: none"> Technical Writing 	F	Advanced
				<ul style="list-style-type: none"> Coaching & Mentoring 	F	Advanced
				<ul style="list-style-type: none"> Drafting proposals 	B	Advanced
				<ul style="list-style-type: none"> Ethics 	B	Advanced
				<ul style="list-style-type: none"> Organizational Awareness 	B	Advanced
				<ul style="list-style-type: none"> Strategic thinking 	B	Advanced
				<ul style="list-style-type: none"> Decision Making 	B	Advanced
				<ul style="list-style-type: none"> People First 	B	Advanced
				<ul style="list-style-type: none"> Integrity 	B	Advanced
				<ul style="list-style-type: none"> Developing Others 	B	Advanced
				<ul style="list-style-type: none"> Innovative Thinking 	B	Advanced
				<ul style="list-style-type: none"> Active Listening Skills 	B	Advanced
				<ul style="list-style-type: none"> Knowledge of Medicinal Chemistry 	B	Advanced
				<ul style="list-style-type: none"> Knowledge of Pharmacy Practice 	D	Basic
				<ul style="list-style-type: none"> Understanding of Pharmaceutical Management 	D	Basic
				<ul style="list-style-type: none"> Knowledge of Pharmaco-informatics 	D	Basic
				<ul style="list-style-type: none"> Understanding of functioning of Centre for Infectious Diseases 	D	Basic
					D	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of broad functions of Department of Biotechnology Understanding of functioning of National Toxicology Centre Understanding of functioning of E-office Understanding of GeM Marketplace Understanding of General Financial Rules, 2017 Functioning of NIC applications- email, messenger, cloud storage and others Procurement & Tender Writing Understanding of Office Protocols Knowledge on Central Civil Conduct Code Accounting skills Financial Management Gender Awareness Delegation Self-Awareness and Self-Control Leadership 	<ul style="list-style-type: none"> D F F F F F F F F F B B B B 	<ul style="list-style-type: none"> Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
		-	NIPE R (R)	<ul style="list-style-type: none"> Knowledge of NIPER Act Regulatory toxicity testing Molecular Biology Drug Delivery & Nanomedicine Bioinformatics 	<ul style="list-style-type: none"> D D D D D 	All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Artificial Intelligence, Machine Learning Understanding of General Financial Rules, 2017 Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs Report Writing Knowledge on Central Civil Conduct Code Self Management Self Confidence Seeking Information Knowledge of Pharmacoinformatics Knowledge of Natural Products Understanding of broad functions of Department of Biotechnology Functioning of NIC applications- email, messenger, cloud storage and others Technical Writing Knowledge Management Inventory planning Maintaining Laboratories Networking skills Negotiation Skills Organizational Awareness 	D F F F F B D D D D F F F F B B B	
16	Dean/ HOD/ Professor	Administration, Research and Teaching	NIPE R (G)	<ul style="list-style-type: none"> Knowledge of Natural Products Understanding of Pharmaceutical Analysis 	D D	Advanced Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of Pharmacology & Toxicology 	D	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of Centre for Infectious Diseases 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of NIPER Act 	D	Advanced
				<ul style="list-style-type: none"> Understanding of broad functions of Department of Biotechnology 	D	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of National Toxicology Centre 	D	Advanced
				<ul style="list-style-type: none"> Quality Risk Management 	F	Advanced
				<ul style="list-style-type: none"> Knowledge of Medicinal Chemistry 	D	Basic
				<ul style="list-style-type: none"> Knowledge of Pharmacy Practice 	D	Basic
				<ul style="list-style-type: none"> Understanding of Pharmaceutical Management 	D	Basic
				<ul style="list-style-type: none"> Knowledge of Pharmaco-informatics 	D	Basic
				<ul style="list-style-type: none"> Understanding of emerging technologies in drug manufacturing and dosage formulation 	D	Basic
				<ul style="list-style-type: none"> Understanding of GeM Marketplace 	F	Basic
				<ul style="list-style-type: none"> Understanding of General Financial Rules, 2017 	F	Basic
				<ul style="list-style-type: none"> Budgeting 	F	Basic
				<ul style="list-style-type: none"> Procurement & Tender Writing 	F	Basic
				<ul style="list-style-type: none"> Accounting skills 	F	Basic
				<ul style="list-style-type: none"> Financial Management 	F	Basic
				<ul style="list-style-type: none"> Purchase forecasting 	F	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Cash Flow Management Spending Assessment Filing Vigilance returns Maintaining Websites Knowledge of National Data Sharing and Accessibility Policy (NDSAP) Knowledge of taxation of products, GST and customs duty 	F F F F F F F	Basic Basic Basic Basic Basic Basic Basic
		Pharmaceutic-als and Medicinal Chemistry	NIPE R (G)	<ul style="list-style-type: none"> Knowledge of Pharmacy Practice Pharmaceutical Technology (formulations) Ethics Networking skills Innovative Thinking Problem Solving Understanding of Pharmaceutical Analysis Knowledge of NIPER Act Understanding of General Financial Rules, 2017 Working with MS Office Knowledge on Raj Bhasha Accounting skills Negotiation Skills 	D D B B B B D D F F F F B	Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic Basic Basic
		-	NIPE R (Ha)	<ul style="list-style-type: none"> Knowledge of Medicinal Chemistry Knowledge of Pharmacy Practice 	D D	Advanced Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Knowledge of Pharmaco-informatics • Knowledge of Natural Products • Knowledge of NIPER Act • Understanding of functioning of National Toxicology Centre • Pharmaceutical Product Development, drug delivery • R&D Administration • Integrity • Team Building • Leadership • Commitment to the Organization • Strategic thinking • Networking skills • Empathy • Understanding of functioning of Centre for Infectious Diseases • Work-Life Balance 	D D D D D F B B B B B B D B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic
17	Scientist	-	NIPE R (G)	<ul style="list-style-type: none"> • Knowledge of Pharmacy Practice • Pharmaceutical Technology (formulations) • Ethics • Networking skills • Innovative Thinking • Problem Solving • Understanding of Pharmaceutical Analysis • Knowledge of NIPER Act 	D D B B B B D D F	Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of GeM Marketplace Understanding of General Financial Rules, 2017 Functioning of NIC applications- email, messenger, cloud storage and others Budgeting Procurement & Tender Writing Understanding of Office Protocols National Anthem, Flag code of India and State Emblem of India Knowledge on Central Civil Conduct Cod Inventory planning Spending Assessment Report Writing 	F F F F F F F F F F	Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
18	Associate Professor	-	NIPE R (G)	<ul style="list-style-type: none"> Understanding of Pharmacology & Toxicology Knowledge of NIPER Act Understanding of emerging technologies in drug manufacturing and dosage formulation Understanding of broad functions of Department of Biotechnology Knowledge on Development of phytopharmaceuticals and herbal products 	D D D D D	Advanced Advanced Advanced Advanced Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of GeM Marketplace 	F	Advanced
				<ul style="list-style-type: none"> Understanding of General Financial Rules, 2017 	F	Advanced
				<ul style="list-style-type: none"> Benchmarking 	F	Advanced
				<ul style="list-style-type: none"> Resume filtering using applicant tracking software 	F	Advanced
				<ul style="list-style-type: none"> Report Writing 	F	Advanced
				<ul style="list-style-type: none"> Drafting proposals 	F	Advanced
				<ul style="list-style-type: none"> Filing Vigilance returns 	F	Advanced
				<ul style="list-style-type: none"> Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs 	F	Advanced
				<ul style="list-style-type: none"> Maintaining Library & Information Centre 	F	Advanced
				<ul style="list-style-type: none"> Maintaining Laboratories 	F	Advanced
				<ul style="list-style-type: none"> Ethics 	B	Advanced
				<ul style="list-style-type: none"> Self Confidence 	B	Advanced
				<ul style="list-style-type: none"> Conceptual Thinking 	B	Advanced
				<ul style="list-style-type: none"> Knowledge on Raj Bhasha 	F	Basic
				<ul style="list-style-type: none"> Knowledge of National Data Sharing and Accessibility Policy (NDSAP) 	F	Basic
				<ul style="list-style-type: none"> Negotiation Skills 	B	Basic
		Overall department activities	NIPE R (Ha)	<ul style="list-style-type: none"> Knowledge of Medicinal Chemistry 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of Pharmacy Practice 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of Natural Products 	D	Advanced
				<ul style="list-style-type: none"> Understanding of Pharmaceutical Analysis 	D	Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of Pharmacology & Toxicology 	D	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of Centre for Infectious Diseases 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of NIPER Act 	D	Advanced
				<ul style="list-style-type: none"> Understanding of emerging technologies in drug manufacturing and dosage formulation 	D	Advanced
				<ul style="list-style-type: none"> Understanding of broad functions of Department of Biotechnology 	D	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of National Toxicology Centre 	D	Advanced
				<ul style="list-style-type: none"> Proteomics in drug discovery and target validation using mass spectrometry 	F	Advanced
				<ul style="list-style-type: none"> Data Integrity 	F	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of E-office 	F	Basic
				<ul style="list-style-type: none"> Understanding of GeM Marketplace 	F	Basic
				<ul style="list-style-type: none"> Understanding of General Financial Rules, 2017 	F	Basic
				<ul style="list-style-type: none"> Functioning of NIC applications- email, messenger, cloud storage and others 	F	Basic
				<ul style="list-style-type: none"> Budgeting 	F	Basic
				<ul style="list-style-type: none"> Cash Flow Management 	F	Basic
				<ul style="list-style-type: none"> Spending Assessment 	F	Basic
				<ul style="list-style-type: none"> Filing Vigilance returns 	F	Basic
				<ul style="list-style-type: none"> Maintaining Websites 	F	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Knowledge on matters related to Information, Education and Communication (IEC) Consultation & Consensus Building Delegation Customer Centric People First Stakeholder Analysis & Management Stress management 	B B B B B B	Basic Basic Basic Basic Basic Basic
		-	NIPE R (K)	<ul style="list-style-type: none"> Understanding of emerging technologies in drug manufacturing and dosage formulation Bioinformatics, Delivery of Biologicals, Monoclonal Antibody development, Antibody drug conjugate development, organoids and microfluidics Working with MS Office Project Marketing Coaching & Mentoring Data analysis Drafting proposals Ethics Integrity Innovative Thinking Understanding of functioning of E-office Understanding of GeM Marketplace Understanding of General Financial Rules, 2017 	D D F F F F F B B B F F F	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Team Management Taking Ownership 	B B	Basic Basic
		Teaching & Research	NIPE R (M)	<ul style="list-style-type: none"> Negotiation Skills Conflict Solving Strategies Customer Centric Empathy Leadership 	B B B B B	Advanced ²⁹
		-	NIPE R (R)	<ul style="list-style-type: none"> Knowledge of Natural Products Understanding of Pharmaceutical Analysis Understanding of emerging technologies and role of biotechnology in drug designing and dosage formulation Drafting proposals How to transfer a lab technology into translational biology. Lab to Industry Strategic thinking 	B B B B B B	Advanced ³⁰
19	Library Information Officer	-	NIPE R (G)	<ul style="list-style-type: none"> Understanding of functioning of E-office Understanding of GeM Marketplace Understanding of General Financial Rules, 2017 Functioning of NIC applications- email, 	F F F F	Advanced Advanced Advanced Advanced

²⁹ All are advanced

³⁰ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				messenger, cloud storage and others		
				• Working with MS Office	F	Advanced
				• Vendor Management	F	Advanced
				• Budgeting & Accountability	F	Advanced
				• Understanding of Office Protocol	F	Advanced
				• Overview of Organogram	F	Advanced
				• National Anthem, Flag code of India and State Emblem of India	F	Advanced
				• Knowledge on Central Civil Conduct Code	F	Advanced
				• Knowledge on Raj Bhasha	F	Advanced
				• Knowledge Management	F	Advanced
				• Continuous Process Improvement	F	Advanced
				• Supplier relationship management	F	Advanced
				• Organizational skills	F	Advanced
				• Report Writing	F	Advanced
				• Knowledge of taxation of products, GST and customs duty	F	Advanced
				• Maintaining Library & Information Centre	F	Advanced
				• Networking skills		
				• Consultation & Consensus Building	B	Basic
				• Stakeholder Analysis & Management	B	Basic
		-	NIPE R (Ha)	• Understanding of emerging technologies in drug manufacturing and dosage formulation	D	Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Advanced Technologies: Precision Medicine, Applied Engineering, Chemi & Bio informatics, Novel Drug Delivery Systems etc. 	D	Advanced
				<ul style="list-style-type: none"> Understanding of GeM Marketplace 	F	Advanced
				<ul style="list-style-type: none"> Understanding of General Financial Rules, 2017 	F	Advanced
				<ul style="list-style-type: none"> Working with MS Office 	F	Advanced
				<ul style="list-style-type: none"> Ethics 	F	Advanced
				<ul style="list-style-type: none"> Negotiation Skills 	B	Advanced
				<ul style="list-style-type: none"> Knowledge of Pharmacy Practice 	D	Basic
				<ul style="list-style-type: none"> Understanding of Pharmaceutical Management 	D	Basic
				<ul style="list-style-type: none"> Knowledge of Natural Products 	D	Basic
				<ul style="list-style-type: none"> Knowledge of NIPER Act 	D	Basic
				<ul style="list-style-type: none"> Understanding of functioning of National Toxicology Centre 	D	Basic
				<ul style="list-style-type: none"> Understanding of functioning of E-office 	D	Basic
				<ul style="list-style-type: none"> Budgeting 	F	Basic
				<ul style="list-style-type: none"> Understanding of Office Protocols 	F	Basic
				<ul style="list-style-type: none"> Knowledge Management 	F	Basic
				<ul style="list-style-type: none"> Data analysis 	F	Basic
				<ul style="list-style-type: none"> Financial Management 	F	Basic
				<ul style="list-style-type: none"> Purchase forecasting 	F	Basic
				<ul style="list-style-type: none"> Inventory planning 	F	Basic
				<ul style="list-style-type: none"> Spending Assessment 	F	Basic
					F	Basic
					F	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Knowledge of taxation of products, GST and customs duty Self Management Conflict Solving Strategies Strategic thinking Problem Solving Gender Awareness Delegation Self-Awareness and Self-Control Leadership 	B B B B B B B B	Basic Basic Basic Basic Basic Basic Basic Basic
20	Assistant Registrar	Academic & Examination	NIPE R (G)	<ul style="list-style-type: none"> Understanding of GeM Marketplace Understanding of Office Protocols Purchase forecasting Networking skills Consultation & Consensus Building Stakeholder Analysis & Management Functioning of NIC applications- email, messenger, cloud storage and others Procurement & Tender Writing Data analysis Knowledge on matters related to Information, Education and Communication (IEC) Knowledge of National Data Sharing and Accessibility Policy (NDSAP) 	F F F B B B F F F F F	Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Work-Life Balance Time Management Understanding of General Financial Rules, 2017 Knowledge on Central Civil Conduct Code 	B F F	Advanced Basic Basic
22	Accountant	Bills Processing	NIPE R (G)	<ul style="list-style-type: none"> Ethics Negotiation Skills Organizational Awareness Conflict Solving Strategies Seeking Information Strategic thinking Accountability Decision Making Leading Others Taking Ownership Knowledge of NIPER Act 	B B B B B B B B B B D	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic
		-	NIPE R (Ha)	<ul style="list-style-type: none"> Knowledge of NIPER Act Understanding of functioning of E-office Understanding of GeM Marketplace Understanding of General Financial Rules, 2017 Budgeting Procurement & Tender Writing Financial Management Cash Flow Management 	D F F F F F F F	Advanced ³¹

³¹ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Knowledge of taxation of products, GST and customs duty • Ethics • Organizational Awareness • Strategic thinking • Decision Making • People First • Integrity • Developing Others • Innovative Thinking • Active Listening Skills 	B B B B B B B B B B	
23	Registrar	-	NIPE R (Hy)	<ul style="list-style-type: none"> • Knowledge of Medicinal Chemistry • Understanding of Pharmaceutical Management • Knowledge of Pharmaco-informatics • Knowledge of Natural Products • Understanding of Pharmaceutical Analysis • Understanding of Pharmacology & Toxicology • Understanding of functioning of Centre for Infectious Diseases • Knowledge of NIPER Act • Understanding of emerging technologies in drug manufacturing and dosage formulation 	D D D D D D D D D D D	Advanced ³²

³² All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Understanding of broad functions of Department of Biotechnology • Understanding of functioning of National Toxicology Centre • Understanding of functioning of E-office • Understanding of GeM Marketplace • Understanding of General Financial Rules, 2017 • Budgeting • Procurement & Tender Writing • Knowledge on Central Civil Conduct Code • Accounting skills • Financial Management • Purchase forecasting • Organizational skills • Knowledge on matters related to Information, Education and Communication (IEC) • Knowledge of taxation of products, GST and customs duty • Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs • Maintaining Library & Information Centre • Maintaining Laboratories 	<ul style="list-style-type: none"> D F F F F F F F F F F F F F F F F F F 	

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
24	Director	-	NIPE R (R)	<ul style="list-style-type: none"> Understanding of functioning of Centre for Infectious Diseases Understanding of emerging technologies in drug manufacturing and dosage formulation Understanding of functioning of National Toxicology Centre Knowledge of the government's relevant policies such as STIP2020, Start-Up policy, etc, and their implementation plans, which directly or indirectly affect the education and pharmaceutical industries. Continuous Process Improvement Benchmarking Data analysis Organizational skills Knowledge on matters related to Information, Education and Communication (IEC) Knowledge of National Data Sharing and Accessibility Policy (NDSAP) Knowledge on matters related to international 	D D D D F F F F F F F	Advanced ³³

³³ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> cooperation involving MoUs, JWG, FTAs • Conflict Solving Strategies • Strategic thinking • Networking skills • Decision Making • Stakeholder Analysis & Management • Planning & Coordination • Taking Ownership 	F F F F F F F	
25	General Manager	-	PMBI	<ul style="list-style-type: none"> • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Vendor Management • Team Management • Project Management • Organizational skills • Managing Logistics & Supply Chain • Strategic thinking • Negotiation Skills • Motivation • Leadership • Decision Making 	D F F F F F B B B B	Advanced ³⁴
26	Deputy General Manager	-	PMBI	<ul style="list-style-type: none"> • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Filing Vigilance returns 	D F F	Advanced ³⁵

³⁴ All are advanced

³⁵ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
		HR, Admin & Legal	PMBI	<ul style="list-style-type: none"> Advanced Level Excel Trainings 	F	Advanced
		IT & MIS	PMBI	<ul style="list-style-type: none"> Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Understanding of functioning of E-office Continuous Process Improvement Gender Budgeting Knowledge of Information, Education and Communication (IEC) Understanding of Centre of Excellence (COE) Knowledge of National Data Sharing and Accessibility Policy (NDSAP) Knowledge about Data Center establishment Guidelines for case of Agency/Undertaking. Strategic thinking Innovative Thinking Desire for Knowledge Work-Life Balance Active Listening Skills 	D F F F F F B B B B B	Advanced ³⁶
		Procurement	PMBI	<ul style="list-style-type: none"> Arbitration, Import and export of Medicine and medical devices Pharma patent reports 	D D D	Advanced Advanced Advanced

³⁶ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Adverse Drug Reaction Report API regulation CDSCO quality testing procedure and access of reports NPPA functioning BA/BE studies report of drugs Medical device regulation Advance Contract Management, Supply chain management Clinical trials, advance software for procurement, quality and supply chain management etc. Knowledge of requirements of hospital to be AB PM-JAY enrolled Understanding the functioning of Sugam App Understanding of onboarding of new Kendras and Distributors Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI 	D D D D D F F	Advanced Advanced Advanced Advanced Advanced Advanced Advanced
		Quality Control & Quality Assurance	PMBI	<ul style="list-style-type: none"> Knowledge of pharmaceutical value chain including 	D	Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				• National Anthem, Flag code of India and State Emblem of India	B	Advanced
				• Ethics	B	Advanced
				• Self Management	B	Advanced
				• Conflict Solving Strategies	B	Advanced
				• Seeking Information	B	Advanced
				• Conceptual Thinking	B	Advanced
				• Networking skills	B	Advanced
				• Gender Awareness	B	Advanced
				• Consultation & Consensus Building	B	Advanced
				• Giving Feedback	B	Advanced
				• Empathy	B	Advanced
				• Integrity	B	Advanced
				• Leading Others	D	Basic
				• Team-Working	D	Basic
				• Active Listening Skills	D	Basic
				• Understanding the functioning of Sugam App	D	Basic
				• Understanding of onboarding of new Kendras and Distributors	F	Basic
				• Understanding of functioning of E-office	F	Basic
				• Understanding of GeM Marketplace	F	Basic
				• Knowledge of Public Financial Management System	F	Basic
				• Understanding of General Financial Rules, 2017	F	Basic
				• Knowledge on RTI resolutions	F	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Knowledge of IFD Framework Budgeting Promoting via Social Media Conceptual Thinking Strategic thinking Stakeholder Analysis & Management Developing Others 	F F B B B B B	Basic Basic Basic Basic Basic Basic
28	Deputy Manager	IT & MIS	PMBI	<ul style="list-style-type: none"> Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Maintaining Websites Translate data into insights, especially those related to social conversations and to the changing consumer preferences. 	D F F	Advanced ³⁷
		Logistics & Supply Chain	PMBI	<ul style="list-style-type: none"> Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI SAP Understanding of functioning of E-office Conceptual Thinking Strategic Thinking 	D F F B B	Advanced Advanced Advanced Basic Basic
		Procurement	PMBI	<ul style="list-style-type: none"> Knowledge of requirements of hospital 	D	Advanced ³⁸

³⁷ All are advanced

³⁸ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> to be AB PM-JAY enrolled • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Understanding of onboarding of new Kendras and Distributors • Negotiation Skills • Conflict Solving Strategies • Networking skills • Result Orientation • Accountability • Consultation & Consensus Building • Stakeholder Analysis & Management • Innovative Thinking • Strategic Thinking • Conceptual Thinking • Leadership 	D D B B B B B B B B B B	
		Sales & Marketing	PMBI	<ul style="list-style-type: none"> • Knowledge of requirements of hospital to be AB PM-JAY enrolled • Understanding of onboarding of new Kendras and Distributors • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Understanding of GeM Marketplace 	D D D F	Advanced Advanced Advanced Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Self-Awareness and Self-Control Work-Life Balance Leadership Understanding the functioning of Sugam App Understanding of General Financial Rules, 2017 	B B B D F	Advanced Advanced Advanced Basic Basic
		Deputed in Health Department	PMBI	<ul style="list-style-type: none"> Knowledge of Public Financial Management System Understanding of General Financial Rules, 2017 Functioning of NIC applications- email, messenger, cloud storage and others 	F F F	Advanced ³⁹
		Finance & Accounts	PMBI	<ul style="list-style-type: none"> Understanding of Pradhan Mantri Bhartiya Janaushadhi Pariyojna (PMBJP) Understanding of functioning of E-office Knowledge of Public Financial Management System Understanding of General Financial Rules, 2017 Continuous Process Improvement Data analysis Organizational skills 	D F F F F F	Advanced Advanced Advanced Advanced Advanced Advanced

³⁹ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Report Writing • Knowledge of requirements of hospital to be AB PM-JAY enrolled • Overview of Organogram • Knowledge on Raj Bhasha • Project marketing & management • Gender Budgeting • Preparation of Annual Reports • Filing Vigilance returns • Managing Logistics & Supply Chain • Maintaining Websites • Knowledge of Information, Education and Communication (IEC) • Understanding of Centre of Excellence (COE) • Knowledge of National Data Sharing and Accessibility Policy (NDSAP) • Knowledge of taxation of products, GST and customs duty] 	<ul style="list-style-type: none"> F D F F F F F F F F F F F F F 	<ul style="list-style-type: none"> Advanced Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
		IT & MIS	PMBI	<ul style="list-style-type: none"> • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI 	<ul style="list-style-type: none"> D 	<ul style="list-style-type: none"> Advanced⁴⁰

⁴⁰ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Promoting via Social media Leadership Communication Skills Problem Solving Team working Planning & Coordination Conflict Solving Strategies Ethics Knowledge of Public Financial Management System Understanding of General Financial Rules, 2017 Functioning of NIC applications- email, messenger, cloud storage and others Networking Skills Accountability Gender Awareness Integrity 	F B B B B B B B B F F F B B B B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic Basic Basic
30	Senior Executive	Finance & Accounts	PMBI	<ul style="list-style-type: none"> Understanding of Pradhan Mantri Bhartiya Janaushadhi Pariyojna (PMBJP) Working with MS Office Accounting skills Financial Management Accountability 	D F F F B	Advanced ⁴¹
		IT & MIS	PMBI	<ul style="list-style-type: none"> Understanding of functioning of E-office 	F	Advanced ⁴²

⁴¹ All are advanced

⁴² All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Decision Making Team-Working Planning & Coordination Innovative Thinking Problem Solving Communication Skills Self-Awareness and Self-Control Desire for Knowledge Time Management Work-Life Balance Leadership Knowledge of requirements of hospital to be AB PM-JAY enrolled Understanding of onboarding of new Kendras and Distributors Understanding of GeM Marketplace Knowledge on RTI resolutions Knowledge of National Data Sharing and Accessibility Policy (NDSAP) Knowledge of taxation of products, GST and customs duty 	B B B B B B B B B B B D D F F F F	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic
		Quality Control & Quality Assurance	PMBI	<ul style="list-style-type: none"> Working with MS Office Vendor Management Promoting via Social Media Understanding of Office Protocols 	F F F 2f	Advanced ⁴³

⁴³ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Consultation & Consensus Building • Accountability • Result Orientation • Negotiation Skills 	B B B B	Basic Basic Basic Basic
31	Executive	Coordination	PMBI	<ul style="list-style-type: none"> • Functioning of NIC applications- email, messenger, cloud storage and others • Active Listening Skills • Advanced Excel • Active Listening Skills • Strategic Management • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI 	F F F B B D	Advanced Advanced Advanced Advanced Basic
		Finance & Accounts	PMBI	<ul style="list-style-type: none"> • Understanding of Pradhan Mantri Bhartiya Janaushadhi Pariyojna (PMBJP) • Knowledge of Public Financial Management System • Understanding of General Financial Rules, 2017 • Working with MS Office • Budgeting • Data analysis • Knowledge of taxation of products, GST and customs duty • Strategic thinking 	D F F F F B	Advanced ⁴⁴

⁴⁴ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				• Team-Working	B	
		Procurement	PMBI	• Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI	D	Advanced
				• Understanding of General Financial Rules, 2017	F	Advanced
				• Vendor Management	F	Advanced
				• Procurement & Tender Writing	F	Advanced
				• Technical Writing	F	Advanced
				• Knowledge Management	F	Advanced
				• Purchase forecasting	F	Advanced
				• Supplier relationship management	F	Advanced
				• Inventory planning	F	Advanced
				• Report Writing	F	Advanced
				• Drafting proposals	F	Advanced
				• Understanding of Centre of Excellence (COE)	F	Advanced
				• Knowledge of taxation of products, GST and customs duty	F	Advanced
				• Strategic thinking	F	Advanced
				• Team-Working	F	Advanced
				• Understanding of General Financial Rules, 2017	F	Advanced
				• Vendor Management	F	Advanced
				• Procurement & Tender Writing	F	Advanced
				• Technical Writing	F	Advanced
				• Knowledge Management	F	Advanced
				• Purchase forecasting	F	Advanced
				• Supplier relationship management	F	Advanced



CAPACITY
BUILDING
COMMISSION

Capacity Building Commission, Government of India

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

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none">Inventory planning	F	Advanced
				<ul style="list-style-type: none">Report Writing		
				<ul style="list-style-type: none">Drafting proposals	F	Advanced
				<ul style="list-style-type: none">Understanding of Centre of Excellence (COE)	F	Advanced
				<ul style="list-style-type: none">Knowledge of taxation of products, GST and customs duty	F	Advanced
				<ul style="list-style-type: none">Strategic thinking	F	Advanced
				<ul style="list-style-type: none">Result Orientation	B	Advanced
				<ul style="list-style-type: none">Accountability	B	Advanced
				<ul style="list-style-type: none">Gender Awareness	B	Advanced
				<ul style="list-style-type: none">Decision Making		
				<ul style="list-style-type: none">Delegation	B	Advanced
				<ul style="list-style-type: none">People First	B	Advanced
				<ul style="list-style-type: none">Planning & Coordination	B	Advanced
				<ul style="list-style-type: none">Initiative & Drive	B	Advanced
				<ul style="list-style-type: none">Attention to Detail	B	Advanced
				<ul style="list-style-type: none">Motivation	B	Advanced
				<ul style="list-style-type: none">Innovative Thinking	B	Advanced
				<ul style="list-style-type: none">Problem Solving	B	Advanced
				<ul style="list-style-type: none">Communication Skills	B	Advanced
				<ul style="list-style-type: none">Self-Awareness and Self-Control	B	Advanced
				<ul style="list-style-type: none">Desire for Knowledge	B	Advanced
				<ul style="list-style-type: none">Time Management		
				<ul style="list-style-type: none">Work-Life Balance	B	Advanced
				<ul style="list-style-type: none">Leadership	B	Advanced
				<ul style="list-style-type: none">Taking Ownership	B	Advanced
				<ul style="list-style-type: none">Active Listening Skills	B	Advanced
				<ul style="list-style-type: none">Understanding of Pradhan Mantri Bhartiya Janaushadhi Pariyojna (PMBJP)	B	Advanced
				<ul style="list-style-type: none">Understanding the functioning of Sugam App	D	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of onboarding of new Kendras and Distributors Knowledge of requirements of hospital to be AB PM-JAY enrolled Drafting proposals Knowledge of National Data Sharing and Accessibility Policy (NDSAP) Overview of Organogram Time Management Decision Making Giving Feedback 	D F F F B B B	Basic Basic Basic Basic Basic Basic Basic
33	Marketing Officer	Sales & Marketing	PMBIO	<ul style="list-style-type: none"> Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Understanding of Pradhan Mantri Bhartiya Janaushadhi Pariyojna (PMBJP) Knowledge of requirements of hospital to be AB PM-JAY enrolled Understanding of onboarding of new Kendras and Distributors Understanding the functioning of Sugam App Managing Logistics & Supply Chain 	D D D D D F	Advanced Advanced Advanced Advanced Advanced Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Knowledge of Information, Education and Communication (IEC) • Procurement & Tender Writing • Vendor Management • Taking Ownership • Team-Working • Planning & Coordination • Gender Awareness • Consultation & Consensus Building • Knowledge of Public Financial Management System • Project Management • Understanding of functioning of E-office • Understanding of GeM Marketplace • Understanding of General Financial Rules, 2017 • Networking skills • Strategic thinking • Self Management • Time Management • Stakeholder Analysis & Management 	F F F B B B B B F F F F F F B B B B B B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
34	Senior Pharmacist	Sales & Marketing	PMBI	<ul style="list-style-type: none"> • Understanding of Pradhan Mantri Bhartiya Janaushadhi Pariyojna (PMBJP) • Inventory planning • Communication Skills • Decision Making • Gender Awareness 	D F B B B	Advanced Advanced Advanced Advanced Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Work-Life Balance 		
36	Nodal Officer	Sales & Marketing	PMBI	<ul style="list-style-type: none"> Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Understanding of Pradhan Mantri Bhartiya Janaushadhi Pariyojna (PMBJP) Knowledge of requirements of hospital to be AB PM-JAY enrolled Understanding of onboarding of new Kendras and Distributors Understanding the functioning of Sugam App Purchase forecasting Project Management Inventory planning Knowledge Management Taking Ownership Time Management Problem Solving Planning & Coordination Communication Skills 	D D D D F F F F B B B B B	Advanced ⁴⁵
37	Junior Officer	IT & MIS	PMBI	<ul style="list-style-type: none"> Understanding of Pradhan Mantri Bhartiya Janaushadhi Pariyojna (PMBJP) Knowledge of requirements of hospital 	D D	Advanced Advanced

⁴⁵ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				to be AB PM-JAY enrolled		
				<ul style="list-style-type: none"> Understanding the functioning of Sugam App 	D	Advanced
				<ul style="list-style-type: none"> Understanding of onboarding of new Kendras and Distributors 	D	Advanced
				<ul style="list-style-type: none"> Understanding of functioning of E-office 	F	Advanced
				<ul style="list-style-type: none"> Understanding of GeM Marketplace 	F	Advanced
				<ul style="list-style-type: none"> Functioning of NIC applications- email, messenger, cloud storage and others 	F	Advanced
				<ul style="list-style-type: none"> Working with MS Office 		
				<ul style="list-style-type: none"> Technical Writing 	F	Advanced
				<ul style="list-style-type: none"> Data analysis 	F	Advanced
				<ul style="list-style-type: none"> Drafting proposals 	F	Advanced
				<ul style="list-style-type: none"> Organizational Awareness 	F	Advanced
				<ul style="list-style-type: none"> Self Management 	B	Advanced
				<ul style="list-style-type: none"> Strategic thinking 	B	Advanced
				<ul style="list-style-type: none"> Conceptual Thinking 	B	Advanced
				<ul style="list-style-type: none"> Networking skills 	B	Advanced
				<ul style="list-style-type: none"> Team-Working 	B	Advanced
				<ul style="list-style-type: none"> Planning & Coordination 	B	Advanced
				<ul style="list-style-type: none"> Motivation 	B	Advanced
				<ul style="list-style-type: none"> Innovative Thinking 	B	Advanced
				<ul style="list-style-type: none"> Problem Solving 	B	Advanced
				<ul style="list-style-type: none"> Communication Skills 	B	Advanced
				<ul style="list-style-type: none"> Self-Awareness and Self-Control 	B	Advanced
				<ul style="list-style-type: none"> Leadership 	B	Advanced
				<ul style="list-style-type: none"> Taking Ownership 	B	Advanced
				<ul style="list-style-type: none"> Knowledge of pharmaceutical value 	B	Advanced
					D	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Taking Ownership • Time Management • Work-Life Balance • Knowledge of requirements of hospital to be AB PM-JAY enrolled • Understanding of onboarding of new Kendras and Distributors • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Stakeholder Analysis & Management • Integrity • Consultation & Consensus Building • Result Orientation • Assertiveness 	B B B B D D D B B B B B	Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic Basic Basic
		Procurement	PMBI	<ul style="list-style-type: none"> • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Understanding of functioning of E-office • Knowledge of Public Financial Management System • Functioning of NIC applications- email, messenger, cloud storage and others 	D F F F F	Advanced ⁴⁶

⁴⁶ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
		Sales & Marketing	PMBI	<ul style="list-style-type: none"> Understanding of onboarding of new Kendras and Distributors 	D	Advanced
				<ul style="list-style-type: none"> Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI 	D	Advanced
				<ul style="list-style-type: none"> Understanding of GeM Marketplace 	F	Advanced
				<ul style="list-style-type: none"> Knowledge on RTI resolutions 	F	Advanced
				<ul style="list-style-type: none"> Vendor Management 	F	Advanced
				<ul style="list-style-type: none"> Knowledge Management 	F	Advanced
				<ul style="list-style-type: none"> Report Writing 	F	Advanced
				<ul style="list-style-type: none"> Drafting proposals 	F	Advanced
				<ul style="list-style-type: none"> Networking skills 	B	Advanced
				<ul style="list-style-type: none"> Consultation & Consensus Building 	B	Advanced
				<ul style="list-style-type: none"> Communication Skills 	B	Advanced
				<ul style="list-style-type: none"> Leadership 	B	Advanced
				<ul style="list-style-type: none"> Knowledge of requirements of hospital to be AB PM-JAY enrolled 	D	Basic
				<ul style="list-style-type: none"> Functioning of NIC applications- email, messenger, cloud storage and others 	F	Basic
				<ul style="list-style-type: none"> Working with MS Office 	F	Basic
				<ul style="list-style-type: none"> Team Management 	F	Basic
				<ul style="list-style-type: none"> Vendor Management 	F	Basic
				<ul style="list-style-type: none"> Vacancy monitoring 	F	Basic
				<ul style="list-style-type: none"> Financial Management 	F	Basic
				<ul style="list-style-type: none"> Organizational skills 	F	Basic
				<ul style="list-style-type: none"> Preparation of Annual Reports 	F	Basic
					B	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of General Financial Rules, 2017 Knowledge on RTI resolutions Knowledge of IFD Framework Understanding of Office Protocols Ethics Leadership Decision Making Conflict Solving Strategies Strategic thinking Understanding of functioning of E-office Understanding of GeM Marketplace Functioning of NIC applications- email, messenger, cloud storage and others Working with MS Office Project Marketing 	F F F F B B B B B F F F F F F	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic Basic Basic
40	Member Secretary	-	NPPA	<ul style="list-style-type: none"> Knowledge of Bulk Drug Parks Knowledge of Drugs & Cosmetics Rules 1945 Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Understanding of Drugs & Cosmetics Act 1940 	D D D	Advanced ⁴⁷

⁴⁷ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of National Pharmaceutical Pricing Policy 2012 Coaching & Mentoring Continuous Process Improvement Financial Management Knowledge of IFD Framework Knowledge of Public Financial Management System Active Listening Skills Conceptual Thinking Conflict Solving Strategies Delegation Strategic thinking 	D D F F F F F B B B B B	
41	Director	Administration & IT	NPPA	<ul style="list-style-type: none"> Understanding of DPC Data analysis Promoting via Social Media Delegation Leadership Knowledge of Drug Policy 1986 Knowledge of Drugs & Cosmetics Rules 1945 Knowledge of Pharmaceutical Policy 2002 Understanding of Drugs & Cosmetics Act 1940 Understanding of National Pharmaceutical Pricing Policy 2012 	D F F B B D D D D D D F	Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Continuous Process Improvement • Knowledge of Public Financial Management System • Knowledge on matters related to Information, Education and Communication (IEC) • Understanding of GeM Marketplace • Understanding of General Financial Rules, 2017 • Conflict Solving Strategies • Planning & Coordination • Strategic thinking • Work-Life Balance 	F F F F F F B B	Basic Basic Basic Basic Basic Basic Basic Basic
42	Director	M&E	NPPA	<ul style="list-style-type: none"> • Understanding of Consumer Awareness Publicity & Price Monitoring (CAPPMP) • Understanding of provisions of DPCO, UCPMP • Data analysis • Knowledge on matters related to Information, Education and Communication (IEC) • Effective monitoring • Planning & Coordination • Strategic thinking 	D D F F F F F	Basic Basic Basic Basic Basic Basic Basic
43	Joint Director	Legal & PMRUs	NPPA	<ul style="list-style-type: none"> • Ethics • Organizational Awareness 	B B	Advanced Advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of functioning of IPDMS Knowledge on Pharma Sahi Daam and its functioning Knowledge on Pharma Jan Samadhan and its functioning Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Understanding of General Financial Rules, 2017 Knowledge on RTI resolutions Working with MS Office Training for cabinet note, EFC or office order preparation Drafting proposals Assertiveness Leading Others Motivation Communication Skills Policy making Networking skills 	D D D D D F F F B B B B F B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic
		Overcharging	NPPA	<ul style="list-style-type: none"> Continuous Process Improvement Data analysis Strategic thinking Decision Making Innovative Thinking 	F F B B B	Basic ⁴⁸

⁴⁸ All are basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Preparation of Annual Reports Understanding of functioning of E-office Knowledge on RTI resolutions Functioning of NIC applications- email, messenger, cloud storage and others Conflict Solving Strategies Networking skills Customer Centric Empathy Equity 	F F F F B B B B B	Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic
45	Deputy Director	Pricing	NPPA	<ul style="list-style-type: none"> Understanding of functioning of IPDMS Pricing policies followed globally Policy making Networking skills Understanding of Essential Commodities Act, 1955 Understanding of Drugs & Cosmetics Act 1940 Knowledge of Drugs & Cosmetics Rules 1945 Knowledge of Pharmaceutical Policy 2002 Knowledge on Pharma Sahi Daam and its functioning Knowledge on Pharma Jan Samadhan and its functioning 	D D F B D D D D D D	Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Understanding of Office Protocols Drafting proposals Work-Life Balance 	F F B	Basic Basic Basic
		Overcharging	NPPA	<ul style="list-style-type: none"> Understanding of Drugs & Cosmetics Act 1940 Knowledge of Drugs & Cosmetics Rules 1945 Knowledge of Drug Policy 1986 Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Budgeting Procurement & Tender Writing Project Management Technical Writing Policy making Data analysis Organizational skills Report Writing Drafting proposals Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs Understanding of CAPPMS Knowledge of Bulk Drug Parks Functioning of NIC applications- email, messenger, cloud storage and others 	D D D D F F F F F F F F F F F F F F F F D F	Advanced Basic Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Knowledge of IFD Framework • Understanding of Office Protocols • Knowledge on matters related to Information, Education and Communication (IEC) • Work-Life Balance 	F F F B	Basic Basic Basic Basic
		Medical Devices, Legal & IT	NPPA	<ul style="list-style-type: none"> • Knowledge of Drug Policy 1986 • Knowledge of Pharmaceutical Policy 2002 • Understanding of National Pharmaceutical Pricing Policy 2012 • Understanding of DPCO • Understanding of functioning of IPDMS • Knowledge on Pharma Sahi Daam and its functioning • Knowledge on Pharma Jan Samadhan and its functioning • Drugs and Cosmetics act • Functioning of NIC applications- email, messenger, cloud storage and others • Working with MS Office • National Anthem, Flag code of India and State Emblem of India 	D D D D D D D D D F F F	Advanced ⁴⁹

⁴⁹ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Knowledge on Central Civil Conduct Code • Coaching & Mentoring • Policy making • Data analysis • Accounting skills • Financial Management • Supplier relationship management 	F F F F F F	
		Legal & PMRUs	NPPA	<ul style="list-style-type: none"> • Understanding of functioning of IPDMS • Knowledge of Public Financial Management System • Strategic thinking • Innovative Thinking 	D F B B	Advanced ⁵⁰
46	Assistant Director	Pricing	NPPA	<ul style="list-style-type: none"> • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Understanding of DPCO • Understanding of functioning of IPDMS • Understanding of National Pharmaceutical Pricing Policy 2012 • Promoting via Social Media • Project Marketing & Management • Procurement & Tender Writing • Benchmarking 	D D D F F F F F	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced

⁵⁰ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Knowledge of IFD Framework 	F	Basic
				<ul style="list-style-type: none"> • Training for cabinet note, EFC or office order 	F	Basic
				<ul style="list-style-type: none"> • Vendor Management 	F	Basic
				<ul style="list-style-type: none"> • Procurement & Tender Writing 	F	Basic
				<ul style="list-style-type: none"> • Understanding of Office Protocols 	F	Basic
				<ul style="list-style-type: none"> • Filing Vigilance returns 	F	Basic
				<ul style="list-style-type: none"> • Knowledge on matters related to Information, Education and Communication (IEC) 	F	Basic
				<ul style="list-style-type: none"> • Knowledge of National Data Sharing and Accessibility Policy (NDSAP) 	F	Basic
				<ul style="list-style-type: none"> • Knowledge of taxation of products, GST and customs duty 	F	Basic
				<ul style="list-style-type: none"> • Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs 	F	Basic
				<ul style="list-style-type: none"> • Negotiation Skills 	B	Basic
				<ul style="list-style-type: none"> • Conflict Solving Strategies 	B	Basic
				<ul style="list-style-type: none"> • Seeking Information 	B	Basic
				<ul style="list-style-type: none"> • Strategic thinking 	B	Basic
				<ul style="list-style-type: none"> • Networking skills 	B	Basic
				<ul style="list-style-type: none"> • Result Orientation 	B	Basic
				<ul style="list-style-type: none"> • Consultation & Consensus Building 	B	Basic
				<ul style="list-style-type: none"> • Decision Making 	B	Basic
				<ul style="list-style-type: none"> • People First 	B	Basic
				<ul style="list-style-type: none"> • Initiative & Drive 	B	Basic
				<ul style="list-style-type: none"> • Attention to Detail 	B	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Innovative Thinking Work-Life Balance Taking Ownership 	B B B B	Basic Basic Basic Basic
51	Junior Statistical Officer	Overcharging	NPPA	<ul style="list-style-type: none"> Understanding of Essential Commodities Act, 1955 Knowledge of Drug Policy 1986 Knowledge of Pharmaceutical Policy 2002 Understanding of National Pharmaceutical Pricing Policy 2012 Understanding of CAPPMS Understanding of functioning of IPDMS Knowledge of Bulk Drug Parks Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI Understanding of GeM Marketplace Knowledge of Public Financial Management System Understanding of General Financial Rules, 2017 Knowledge on RTI resolutions 	D D D D D D D D D D F F F F	Basic ⁵¹

⁵¹ All are basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
53	Principal Staff Officer	To chairman	NPPA	<ul style="list-style-type: none"> Understanding of CAPPMS Understanding of DPCO Understanding of Drugs & Cosmetics Act 1940 Understanding of Essential Commodities Act, 1955 Understanding of functioning of IPDMS Drafting proposals Functioning of NIC applications- email, messenger, cloud storage and others Training for cabinet note, EFC or office order preparation Knowledge of taxation of products, GST and customs duty Knowledge on Raj Bhasha Active Listening Skills Attention to Detail Communication Skills Conflict Solving Strategies Organizational Awareness 	D D D D F F F F F B B B B B	Basic ⁵²
54	Consultant	Administration & IT	NPPA	<ul style="list-style-type: none"> Understanding of Essential Commodities Act, 1955 Knowledge of Drug Policy 1986 	D D	Advanced ⁵³

⁵² All are basic

⁵³ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Knowledge of Pharmaceutical Policy 2002 • Understanding of National Pharmaceutical Pricing Policy 2012 • Understanding of CAPPMS • Understanding of functioning of IPDMS • Knowledge of Bulk Drug Parks • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Promoting via Social Media • Technical Writing • Knowledge Management • Coaching & Mentoring • Continuous Process Improvement • Benchmarking • Policy making • Grant Administration & Grant Writing • Understanding of recruitment process • Vacancy monitoring • Financial Management • Pension Administration • Organizational skills • Report Writing • Drafting proposals • Maintaining Websites 	D D D D D D F F F F F F F F F F F F F F F	

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Knowledge of taxation of products, GST and customs duty Decision Making Innovative Thinking Problem Solving Communication Skills Desire for Knowledge Time Management Work-Life Balance Leadership Taking Ownership Active Listening Skills Understanding of DPCO Understanding of functioning of IPDMS 	F F B B B B B B B B B B B D D	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic
		Legal & PMRUs	NPPA	<ul style="list-style-type: none"> Understanding of DPCO Understanding of functioning of E-office Knowledge on RTI resolutions Training for cabinet note, EFC or office order preparation National Anthem, Flag code of India and State Emblem of India Knowledge on Central Civil Conduct Code Knowledge on Raj Bhasha Coaching & Mentoring Continuous Process Improvement Grant Administration & Grant Writing 	D F F F F F F F F	Advanced ⁵⁴

⁵⁴ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Knowledge of Drugs & Cosmetics Rules 1945 • Understanding of National Pharmaceutical Pricing Policy 2012 • Understanding of National Pharmaceutical Pricing Policy 2012 • Policy making • Understanding of functioning of E-office • Working with MS Office • Training for cabinet note, EFC or office order • Promoting via Social Media • Understanding of Office Protocols • Data analysis • Organizational skills • Report Writing • Understanding of Essential Commodities Act, 1955 • Knowledge of Pharmaceutical Policy 2002 • Understanding of DPCO • Knowledge of Bulk Drug Parks • Functioning of NIC applications- email, messenger, cloud storage and others 	D D D F F F F F F B F D D D D D	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic
		Pricing	NPPA	<ul style="list-style-type: none"> • Understanding of DPCO 	D	Advanced ⁵⁵

⁵⁵ All are advanced

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> • Understanding of CAPPMS • Understanding of functioning of IPDMS • Knowledge on Pharma Sahi Daam and its functioning • Knowledge on Pharma Jan Samadhan and its functioning • Understanding of functioning of E-office • Knowledge on RTI resolutions • Functioning of NIC applications- email, messenger, cloud storage and others • Working with MS Office • Training for cabinet note, EFC or office order preparation • Understanding of Office Protocols • Knowledge on Raj Bhasha • Financial Management • Organizational skills • Cash Flow Management • Preparation of Annual Reports • Drafting proposals • Knowledge of taxation of products, GST and customs duty 	<ul style="list-style-type: none"> D D D F F F F F F F F F F F F F F 	

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
55	Data Entry Operator	Overcharging, Enforcement & Monitoring	NPPA	• Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI	D	Advanced
				• Knowledge on Pharma Jan Samadhan and its functioning	D	Advanced
				• Understanding of Essential Commodities Act, 1955	D	Advanced
				• Understanding of functioning of IPDMS	D	Advanced
				• Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced
				• Grant Administration & Grant Writing	F	Advanced
				• Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Advanced
				• Desire for Knowledge	B	Advanced
				• Negotiation Skills	B	Advanced
				• Knowledge of Drug Policy 1986	D	Basic
				• Knowledge of Drugs & Cosmetics Rules 1945	D	Basic
				• Knowledge of Pharmaceutical Policy 2002	D	Basic
				• Understanding of Drugs & Cosmetics Act 1940	D	Basic
				• Understanding of National Pharmaceutical Pricing Policy 2012	D	Basic
				• Knowledge on RTI resolutions	F	Basic

No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				<ul style="list-style-type: none"> Knowledge of Public Financial Management System Knowledge of taxation of products, GST and customs duty Strategic thinking Team-Working 	F F B B	Basic Basic Basic Basic
56	Steno D	Cash, Establishment, Raj Bhasha, Administration & IT & Chairman's Office	NPPA	<ul style="list-style-type: none"> Understanding of functioning of E-office Understanding of GeM Marketplace Understanding of General Financial Rules, 2017 Understanding of Office Protocols Working with MS Office Networking skills Leading Others Customer Centric Team-Working Time Management Knowledge of Pharmaceutical Policy 2002 Understanding of CAPPMS Understanding of DPCO Understanding of Drugs & Cosmetics Act 1940 Understanding of functioning of IPDMS Training for cabinet note, EFC or office order preparation Functioning of NIC applications- email, 	F F F F F F B B B B D D D D D F F	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic Basic



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No.	Designation	Roles	MDO	Competency Gaps		
				Area/Label	Type	Level
				messenger, cloud storage and others		
				• Financial Management	F	Basic
				• Understanding of recruitment process	F	Basic
				• Knowledge on RTI resolutions	F	Basic

5.2.4. Division wise competency needs

CNA for Division wise competency needs had the major discussion on Training type with the information on the competency gaps and their type. Also training level according to the positions.

No	Division	Training Type	Competency Gaps		Training
			Area/Name	Type	Level
1.	Establishment & Administration	Regular	• Understanding of PLI Schemes for Medical Devices	D	Advanced
			• Knowledge of Bulk Drug Parks	D	Advanced
			• Understanding of General Financial Rules, 2017	F	Advanced
			• Knowledge on RTI resolutions	F	Advanced
			• Working with MS Office	F	Advanced
			• Knowledge of taxation of products, GST and customs duty	F	Advanced
			• Preparation of Annual Reports	F	Advanced
			• Budgeting	F	Advanced
			• Training for cabinet note, EFC or office order preparation	F	Advanced
			• Knowledge of IFD Framework	F	Advanced
			• Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced
			• Active Listening Skills	B	Advanced
			• Work-Life Balance	B	Advanced
			• Self-Awareness and Self-Control	B	Advanced
			• Communication Skills	B	Advanced
			• Innovative Thinking	B	Advanced
			• Empathy	B	Advanced
			• Conflict Solving Strategies	B	Advanced
			• Understanding of functioning of E-office	F	Basic
			• Knowledge on RTI resolutions	F	Basic
			• Knowledge on Raj Bhasha	F	Basic
			• Knowledge of IFD Framework	F	Basic
			• Organizational Awareness	B	Basic
			• Work-Life Balance	B	Basic
• Self Management	B	Basic			
• Problem Solving	B	Basic			

			<ul style="list-style-type: none"> • Negotiation Skills • Motivation • Decision Making • Active Listening Skills • Communication Skills 	B B B B B	Basic Basic Basic Basic Basic
2.	Foreign Direct Investment	Regular	<ul style="list-style-type: none"> • Policy making • Data analysis • Strategic thinking • Consultation & Consensus Building • Understanding of functioning of E-office • Functioning of NIC applications- email, messenger, cloud storage and others • Working with MS Office • Promoting via Social Media • Understanding of Office Protocols • Overview of Organogram • National Anthem, Flag code of India and State Emblem of India • Data analysis • Report Writing • Active Listening Skills • Work-Life Balance • Self-Awareness and Self-Control • Communication Skills • Innovative Thinking • Empathy • Conflict Solving Strategies • Ethics • Organizational Awareness • Self Management • Gender Awareness • Time Management • Work-Life Balance • Understanding of APIs/KSMs and Dis • Understanding of PLI Schemes for Medical Devices • Understanding the relations with WTO/FTAs/WHO/WIPO etc 	F F F B F F F F F F F F F F F B B B B B B B B D D D	Advanced Basic Basic Basic

			<ul style="list-style-type: none"> • Knowledge of pharmaceutical value chain Policies for Pharmaceutical & Medical Device Industry • Negotiation Skills • Planning & Coordination • Team Management • Negotiation Skills • Conflict Solving Strategies • Networking skills • Consultation & Consensus Building • Customer Centric • Stakeholder Analysis & Management 	D B B B B B B B B B	Basic Basic Basic Basic Basic Basic Basic Basic Basic Basic
3.	International Cooperation	Regular	<ul style="list-style-type: none"> • Understanding the relations with WTO/FTAs/WHO/WIPO etc • Policies of Pharmaceutical & Medical device industry • Functions of Pharma Bureau • Understanding of functioning of E-office • Knowledge of Public Financial Management System • Understanding of General Financial Rules, 2017 • Knowledge on RTI resolutions • Functioning of NIC applications- email, messenger, cloud storage and others • Knowledge of IFD Framework • Training for cabinet note, EFC or office order preparation • Working with MS Office • Budgeting • Promoting via Social Media • Knowledge on Central Civil Conduct Code • Continuous Process Improvement • Policy making • Data analysis • Vacancy monitoring 	D D D F F F F F F F F F F F F F F F F F F	Advanced ⁵⁶

⁵⁶ All are advanced

			<ul style="list-style-type: none"> • Procurement & Tender Writing • Promoting via Social Media • Project Management • Knowledge Management • Policy Making • Gender Budgeting • Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs • Ethics • Negotiation Skills • Conflict Solving Strategies • Strategic thinking • Conceptual Thinking • Networking skills • Consultation & Consensus Building • Innovative Thinking • Leadership • Knowledge of Bulk Drug Parks • Functions of Pharma Bureau • Policies of Pharmaceutical & Medical device industry • Knowledge of Public Financial Management System • Accounting skills 	<p>F</p> <p>F</p> <p>F</p> <p>F</p> <p>F</p> <p>F</p> <p>F</p> <p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>B</p> <p>D</p> <p>D</p> <p>D</p> <p>F</p> <p>F</p>	<p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Advanced</p> <p>Basic</p> <p>Basic</p> <p>Basic</p> <p>Basic</p> <p>Basic</p>
6.	Policy (Medical Devices)	Regular	<ul style="list-style-type: none"> • Understanding the relations with WTO/FTAs/WHO/WIPO etc • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Policies of Pharmaceutical & Medical device industry • Functions of other Ministries/Departments/Organizations (which are working on projects related pharmaceuticals) 	<p>D</p> <p>D</p> <p>D</p> <p>D</p> <p>D</p>	<p>Advanced⁵⁷</p>

⁵⁷ All are advanced

			<ul style="list-style-type: none"> • Understanding of PLI Schemes for APIs/KSMs and Dis • Understanding of PLI Schemes for Medical Devices • Understanding of functioning of Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP) • Understanding of Pharmaceutical Promotion and Development Scheme (PPDS) • Understanding of functions of DPCO/NPPA • Knowledge of existing Joint Working Groups/MoUs of department of pharmaceuticals • Understanding of functioning of PSUs (IDPL, HAL, KAPL, BCPL, RDPL) • Understanding the relations with WTO/FTAs/WHO/WIPO etc • Knowledge of Bulk Drug Parks • Knowledge on DPEA funds • Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI • Self Management 	D	Basic
				D	Basic
				D	Basic
				D	Basic
				D	Basic
				D	Basic
				D	Basic
				D	Basic
				D	Basic
				B	Basic
11.	Schemes	Regular	<ul style="list-style-type: none"> • Policies & Schemes of Pharmaceutical & Medical device industry • Formulations of schemes/ frame guidelines • Exposure to Pharma industry via visits • Understanding of PLI Schemes for APIs/KSMs and Dis • Understanding of PLI Schemes for Medical Devices • Understanding of functioning of Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP) 	D	Advanced ⁵⁸
				D	
				D	
				D	
				D	
				D	

⁵⁸ All are advanced



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			<ul style="list-style-type: none"> • Understanding of Pharmaceutical Promotion and Development Scheme (PPDS) F • Understanding of functioning of E-office F • Understanding of General Financial Rules, 2017 • Knowledge on RTI resolutions F • Functioning of NIC applications- email, messenger, cloud storage and others F • Knowledge of IFD Framework • Budgeting F • Microsoft Excel & Presentations F • Knowledge of Public Financial Management System F • Budgeting F • Understanding of Office Protocols F • National Anthem, Flag code of India and State Emblem of India F • Knowledge on Central Civil Conduct Code F • Knowledge on Raj Bhasha F • Project Management F • Organizational Awareness B • Strategic thinking B • Conceptual Thinking B • Result Orientation B • Delegation B • Work-Life Balance B • Organizational Awareness B • Commitment to the Organization B • Self Management B • Conflict Solving Strategies B • Consultation & Consensus Building B • Decision Making • Customer Centric B • Stakeholder Analysis & Management B • Developing Others B • Motivation B • Problem Solving B 	
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			<ul style="list-style-type: none"> • Self-Awareness and Self-Control • Time Management • Leadership • Active Listening Skills 	B B B B	
12.	NIPER (A)	Regular	<ul style="list-style-type: none"> • Knowledge of Medicinal Chemistry • Knowledge of Pharmacoinformatics • Knowledge of Natural Products • Understanding of Pharmaceutical Analysis • Knowledge of NIPER Act • Understanding of emerging technologies in drug manufacturing and dosage formulation • Understanding of Pharmaceutical Analysis • Understanding of functioning of E-office • Understanding of GeM Marketplace • Understanding of General Financial Rules, 2017 • Working with MS Office • Procurement & Tender Writing • Understanding of Office Protocols • Overview of Organogram • National Anthem, Flag code of India and State Emblem of India • Knowledge on Central Civil Conduct Code • Knowledge on Raj Bhasha • Understanding of recruitment process • Financial Management • Supplier relationship management • Report Writing • Drafting proposals • Project Management • Team Management • Self Management • Motivation • Innovative Thinking 	D D D D D D D F F F F F F F F F F F F F F F F B B B B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced

			<ul style="list-style-type: none"> • Work-Life Balance • Leadership • Taking Ownership • Time Management • Understanding of Pharmaceutical Analysis • Understanding of functioning of E-office • Functioning of NIC applications- email, messenger, cloud storage and others • Negotiation Skills 	<p>B B B B D F F B</p>	<p>Advanced Advanced Advanced Advanced Basic Basic Basic Basic</p>
14.	NIPER (Ha)	Regular	<ul style="list-style-type: none"> • Knowledge of NIPER Act • Understanding of Pharmaceutical Analysis • Understanding of functioning of Centre for Infectious Diseases • Understanding of emerging technologies in drug manufacturing and dosage formulation • Working with MS Office • National Anthem, Flag code of India and State Emblem of India • Project Management • Technical Writing • Coaching & Mentoring • Organizational skills • Drafting proposals • Ethics • Negotiation Skills • Networking skills • Decision Making • Empathy • Problem Solving • Knowledge of Pharmacy Practice • Knowledge of Pharmacoinformatics • Understanding of functioning of E-office • Understanding of GeM Marketplace • Understanding of General Financial Rules, 2017 	<p>D D D D F F F F F F F F F F F F F F D D F F F</p>	<p>Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic</p>

			<ul style="list-style-type: none"> • Functioning of NIC applications- email, messenger, cloud storage and others • Knowledge on Central Civil Conduct Code • Delegation • Leadership 	F F B B	Basic Basic Basic Basic
15.	NIPER (Hy)	Regular	<ul style="list-style-type: none"> • Knowledge of Medicinal Chemistry • Understanding of Pharmaceutical Management • Knowledge of Pharmacoinformatics • Knowledge of Natural Products • Understanding of Pharmaceutical Analysis • Understanding of Pharmacology & Toxicology • Understanding of functioning of Centre for Infectious Diseases • Knowledge of NIPER Act • Understanding of emerging technologies in drug manufacturing and dosage formulation • Understanding of broad functions of Department of Biotechnology • Understanding of functioning of National Toxicology Centre • Understanding of functioning of E-office • Understanding of GeM Marketplace • Understanding of General Financial Rules, 2017 • Budgeting • Procurement & Tender Writing • Knowledge on Central Civil Conduct Code • Accounting skills • Financial Management • Purchase forecasting • Organizational skills 	D D D D D D D D D D D D F F F F F F F F F F	Advanced ⁵⁹

⁵⁹ All are advanced

			<ul style="list-style-type: none"> • Knowledge on matters related to Information, Education and Communication (IEC) • Knowledge of taxation of products, GST and customs duty • Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs • Maintaining Library & Information Centre • Maintaining Laboratories 	F F F F F	
16.	NIPER (K)	Regular	<ul style="list-style-type: none"> • Understanding of emerging technologies in drug manufacturing and dosage formulation • Bioinformatics, Delivery of Biologicals, Monoclonal Antibody development, Antibody drug conjugate development, organoids and microfluidics • Working with MS Office • Project Marketing • Coaching & Mentoring • Data analysis • Drafting proposals • Ethics • Integrity • Innovative Thinking • Understanding of functioning of E-office • Understanding of GeM Marketplace • Understanding of General Financial Rules, 2017 • Team Management • Taking Ownership 	D D F F F F B B B F F F B B	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic
17.	NIPER (M)	Regular	<ul style="list-style-type: none"> • Understanding of functioning of National Toxicology Centre • Data analysis • Strategic Thinking • Conceptual Thinking • Decision Making • Customer Centric 	D F B B B B	Advanced Advanced Advanced Advanced Advanced Advanced

			<ul style="list-style-type: none"> Stakeholder Analysis & Management Innovative Thinking Leadership Active Listening Skills Negotiation Skills Conflict Solving Strategies Understanding of Pharmacology & Toxicology Knowledge of NIPER Act Understanding of functioning of E-office Functioning of NIC applications- email, messenger, cloud storage and others Technical Writing Project Management 	B B B B B D D F F F F	Advanced Advanced Advanced Advanced Advanced Basic Basic Basic Basic Basic Basic
18.	NIPER (R)	Regular	<ul style="list-style-type: none"> Knowledge of NIPER Act Understanding of Pharmaceutical Analysis Knowledge of Natural Products Working with MS Office Understanding of General Financial Rules, 2017 Drafting proposals Knowledge on Central Civil Conduct Code Technical Writing Knowledge on matters related to international cooperation involving MoUs, JWC, FTAs Strategic thinking Seeking Information Self Management Networking Skills Work Life Balance Knowledge of Pharmacy Practice Understanding of Pharmaceutical Management Knowledge of Pharmacoinformatics 	D D D F F F F F F B B B B B D D D	Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Advanced Basic Basic

			<ul style="list-style-type: none"> • Understanding of emerging technologies in drug manufacturing and dosage formulation 	D	Basic
			<ul style="list-style-type: none"> • Functioning of NIC applications- email, messenger, cloud storage and others 	F	Basic
			<ul style="list-style-type: none"> • Understanding of GeM Marketplace 	F	Basic
			<ul style="list-style-type: none"> • Understanding of General Financial Rules, 2017 	F	Basic
			<ul style="list-style-type: none"> • Understanding of Office Protocols 	F	Basic
			<ul style="list-style-type: none"> • Knowledge on Central Civil Conduct Code 	F	Basic
			<ul style="list-style-type: none"> • Organizational Awareness 	B	Basic
			<ul style="list-style-type: none"> • Work-Life Balance 	B	Basic
			<ul style="list-style-type: none"> • Networking skills 	B	Basic
			<ul style="list-style-type: none"> • Conflict Solving Strategies 	B	Basic
			<ul style="list-style-type: none"> • Self Management 	B	Basic
			<ul style="list-style-type: none"> • Negotiation Skills 	B	Basic

5.2.5. Types of Interventions

The interventions were mapped considering the various interactions and consultations done through FGD's, CNA and Secondary research. These Interventions were then bifurcated in Training and Non-training interventions.

5.2.6. Training interventions

- **Induction training:** When a new official is hired by the MDO, they must complete induction training. The training's purpose is to familiarize the official with the MDO's operation and the responsibilities they will have in that organization. The majority of the time, the officials get training on MDO- and position-specific abilities.
- **Refresher training:** A refresher course is done by authorities who have already received the necessary training. The training is intended to either update the officials' capabilities in light of changes in the definition or the working environment, or to provide the officials with the opportunity to review their previously learned competencies.
- **Regular training:** Regular training focuses on giving officials the skills they need to successfully carry out their existing responsibilities and daily tasks.
- **Progressive training:** Progressive training equips officials with the abilities they need to be ready for future MDO operations and anticipates the MDO's long-term needs based on the evolving work environment and mission.

5.2.7. Levels of training interventions

Training interventions are categorized into two levels. These are as follows: Check bullet numbering

- **Basic:** This training equips officials with the minimum competencies and proficiency levels within each competency, required to effectively perform their roles and fulfil their mandate in the MDO.
- **Advanced:** This training equips officials with the competencies that enable them to continually adapt and optimize their performance for all roles.

5.2.8. Non-training interventions

Non-training activities can include anything that does not involve formal instruction or practice. Examples of non-training activities include team building activities, include automation of repetitive processes within the department/organization, procurement of an online collaboration tool, knowledge management et cetera

5.2.9. Organizational Interventions Output

To gauge capacity needs at the organizational level, each wing/division/section of the MDO will need to be assessed based on aspects, including but not limited to:

- **Technology and Data:** - This dimension deals with the technological tools the MDO has used to enhance its performance. Among these are PQSoft for managing parliamentary questions for the MDO and software that offers a quicker turnaround time on repeated work. Other examples include digital solutions that improve productivity or enable quicker pain-point resolution.
- **Systems and Processes:** - This dimension covers all of the MDO's developed methods and procedures for carrying out daily operations. Examples include learning management systems, standard operating procedures, and monitoring mechanisms for programmes.
- **Resources and Assets:** - This covers the MDO's assets and resources, including the hard and soft infrastructure needed for day-to-day operations. For instance, the actual location, financial resources, etc.
- **Partnerships and Relationships:** - All external relationships, such as those with other ministries or departments, international organizations, and citizen groups, are included in this dimension.
- **Personnel Management:** - This covers all activities related to managing the MDO's human resources, including performance reviews, learning and development, performance management, succession planning, etc

Wing/ Division / Section	Capacity Required	Dimensio n	Intervention	Logistics to bridge the gap			
				Prerequisit es (if any)	HR require - ments	Estimat ed Cost	Estimated Timeline
DoP, NPPA, NIPERs & PMBI	This is part of lifelong learning and to gain better understanding of concepts outside the area of expertise	Personnel Management	Learning Hour <ul style="list-style-type: none"> • One hour a week is declared as learning hour. • A topic can be chosen the participation is voluntary, officials who require that 	Conference Hall & Video conferencing	Internal (a senior officer in the area) or external expert on the topic chosen	Nil	Can be implemented immediately

			knowledge will join it.				
DoP, NPPA, NIPERs & PMBI	Know the functions of various division with the department for better coordination with them	Personnel Management	Department wise Induction Manual: <ul style="list-style-type: none"> Consists of introduction to all the divisions in the department, their work allocation and nodal officer of that division Consists of Dos and Don'ts of all the divisions 	Work allocation document	One resource from each division	Nil	1 month 2 weeks for gathering data 2 weeks for documentation
Nominated by the department	To gain a better understanding of the industry	Partnerships & Relations Personnel Management	Immersion Program Regular visits to be planned to the industry (allowing all designations from JS to ASOs) to understand their functioning, their challenges, etc. better.	Immersion Program draft to be confirmed by the relevant stakeholder	Nodal officer to look after the immersion program and act as a Single Point Of Contact (SPOC) for the industry		Can be implemented immediately
DoP, NPPA, NIPERs & PMBI	To clear queries/doubts on some of the operations/technology/systems/processes of the Department	Personnel Management	Virtual Kiosks: <ul style="list-style-type: none"> Will have a basic introduction to the process and how to use them Then a doubt clearing session, where most of the 	Conference Room or Virtual video conferencing	Experts on the process/technology/systems within the Department	Nil	Can be implemented immediately

			doubts to be addressed by the experts in the process				
DoP	A resource to have all the details, reports, publications, etc. of the department, attached offices, and institutes	Resources & Assets Technology & data	Library (either physical or on cloud) One place for all resources and documents relevant to the department	Office space (in case of physical library) or Cloud based infrastructure (in case of cloud-based library)	Librarian or Technical Officers		2 months <ul style="list-style-type: none"> 1 month to get the library ready 1 month to populate it with the documentation available
DoP	To take of most of the capacity building of the officials at the department	Partnerships & Relationships	Partnership with a training institute: NIPERs⁶⁰ <ul style="list-style-type: none"> To institutionalize the capacity building program To provide with the training programs that's 	-	One nodal officer to coordinate with the institute	Nil	3 months <ul style="list-style-type: none"> 1 month to find the best institute for the role

⁶⁰ NIPERs may train the in-service staff of DoP

			customized for the department				<ul style="list-style-type: none"> 1 month for all the formalities <p>1 month to onboard the institute</p>
DoP, NPPA, NIPERs & PMBI	To clear very small quick questions related to the department, pharmaceuticals and medical devices	Technology & data	'Pharma Assist' chatbot: <ul style="list-style-type: none"> One place for all basic queries and doubts related to Department of Pharmaceuticals systems Can be deployed not only in the department but also in NIPERs, PMBI & NPPA 	Pharma & Medical devices related content	A dedicated team of 5-7 people to train the bot on the content and content related to the Department's functions or operations		<p>7 months</p> <ul style="list-style-type: none"> 2 month for approval 3 months to make a chatbot 2 months to train it 1 month to test it
DoP, NPPA, NIPERs & PMBI	To have a seamless interaction with the stakeholders	Technology & data Systems & Processes	Stakeholder/Community interaction Forum: <ul style="list-style-type: none"> An online forum with 	-	One Nodal officer to take complete		<p>2 months</p> <ul style="list-style-type: none"> 1 month to creat

	(Industry, NIPERs and other MDOs)		<p>access to only the relevant stakeholders</p> <ul style="list-style-type: none"> • Questions/requests from the industry can be asked and upvoted • Department can address the most voted questions/requests • Forum to connect with NIPERs and other MDOs 		ownership of the forum		<p>e the forum</p> <ul style="list-style-type: none"> • 1 month to get the relevant stakeholders onboarded
DoP, NPPA, NIPERs & PMBI	To make all the induction courses and manuals online	Systems & processes Technology & data	<p>LMS (iGOT)</p> <ul style="list-style-type: none"> • The induction courses can be uploaded to iGOT, so that these courses can be mandated for new joiners • Refresher courses can be iGOT so that everyone can go through them anytime and anywhere • Mandatory courses can be identified on iGOT and mapped to 	Induction manual, and relevant materials to prepare courses	One officer dedicated to coordinate with iGOT Karmayogi	Nil	Can be implemented immediately

			officers of Department				
DoP, NPPA, NIPERs & PMBI	To make a seamless portal for reimbursing of any expenses	Systems & processes	Expense Reimbursement Portal: <ul style="list-style-type: none"> One place to reimburse TA/DA, Medical Bills or training expenses where the application can be tracked in all the stages of the reimbursement approval 	-	A team of 2 IT officers to maintain the portal		6 months: <ul style="list-style-type: none"> 3 months for making the portal 3 months for testing it Or NIC could be requested for assistance
DoP, NPPA, NIPERs & PMBI	To recognize the staff putting their efforts and to motivate others to put more efforts	Personnel Management Systems & processes	Rewards & Recognition The individuals who are giving their best are recognized and are rewarded with some award and gift coupons or some monetary compensation (decision of MDO)	HRMS	2 – 3 Technical officers to add the recognitions into their HRMS		4 months <ul style="list-style-type: none"> 2 months for getting all the required approvals 2 months for incor

							porating it into the HRMS
DoP, NPPA, NIPERs & PMBI	To make it easy for a new joiner to understand the working & culture in the Department	Personnel Management	Mentorship program <ul style="list-style-type: none"> Aligning one mentor to one new joiner. The mentor would help the new joiner easy to get accustomed to the culture of the Department 	-	Department officials since they will become mentors		This can be implemented immediately
DoP	To decrease the time taken in noting & drafting	Personnel Management Systems & processes	Templatization of noting & drafting <ul style="list-style-type: none"> As noting & drafting is one of the pressing issue in the department, a collection of templates can be created for all the use cases These templates can be replicated and used 	Collection of all the notes & drafts used earlier	An officer who is well versed with noting & drafting		Can be implemented immediately
DoP, NPPA, NIPERs & PMBI	To have a better understanding	Personnel Management	Industry Info document <ul style="list-style-type: none"> Document which has the 	-	One nodal officer who can contact the industry		This can be implemented

	g of the industry		<p>industry's value chain</p> <ul style="list-style-type: none"> • Information on values emerging technologies • Various pharmaceuticals molecules & medical devices • Information on the processes involved • All the information is represented in very simple and concise manner 		for updating the document every quarter		immediately (Industry might be welcoming and will do this for the department)
DoP	To increase the efficiency of the processes in the department	Systems & processes Technology & data	<p>Online collaboration tool</p> <p>There is no collaboration tool in the department making it difficult for information transfer amongst the officers, the tool helps in easy sharing of documents and storing them</p>	<ul style="list-style-type: none"> • Computers • Emails 	Technical officer, to act as nodal officer for queries on the tool		Can be implemented immediately
International Cooperation (DoP)	To regulate the exports and imports of pharmaceuticals & medical	Technology & data Systems &	<p>Access to export-import data from Department of Commerce</p>	<ul style="list-style-type: none"> • Computers • Emails 	Technical officer, to act as nodal officer for		Can be implemented immediately

	devices and make relevant policy changes or improvements	processes	A seamless access to export-import data of pharmaceuticals & medical devices is required for the department to be updated and regulate the exports & imports		queries on the tool		
NIPERs division (DoP)	To monitor & evaluate NIPERs	Systems & processes Technology & data	Online dashboard <ul style="list-style-type: none"> The dashboard would show the performance of all NIPERs The students enrolled, students received their degree, research papers published, patents filed, MoUs signed, etc. from the department 	<ul style="list-style-type: none"> Computers Emails 	Technical officer, to act as nodal officer for queries on the tool		3 months <ul style="list-style-type: none"> 1 month to get the data from all the NIPERs 1 month to design the dashboard 1 month for testing
Establishment Division (DoP)	To increase the efficiency of recruitment process in	Systems & processes	Robust recruitment system <ul style="list-style-type: none"> As a result of growing expectations from the 	<ul style="list-style-type: none"> A detailed documentation of 	2 establishment officers to think through this and make the		3 months <ul style="list-style-type: none"> 2 months to produce a

	the department		<p>industry and citizens, the department needs to recruit more competent staff</p> <ul style="list-style-type: none"> To increase the efficiency of the recruitment process 	<p>the existing recruitment processes</p> <ul style="list-style-type: none"> Computers Emails 	recruitment system more robust		<p>better recruitment process</p> <ul style="list-style-type: none"> 1 month to get is approved
Establishment Division (DoP)	To cater the HR needs of the Department	Personnel Management	<p>HR desk</p> <p>To have a dedicated person or team to cater the HR needs and HR functions of the Department</p>	-	1 - 2 dedicated HR personnel		<p>2 months</p> <ul style="list-style-type: none"> 1 month for getting all the required approvals 1 month for recruitment OR aligning some one in the Department to this task would decre



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							ase the time to 1 mont h (10 days to find some one and 20 days for traini ng)
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5.3. Courses Identified and Voluntary Training Calendar

The ground rules followed in making the Training Calendar are as follows:

1. Only the courses from iGOT have been mentioned in the calendar and for rest of them external trainings other than iGOT are available.
2. 'When' column is filled based our understanding, it is solely the decision of Department of Pharmaceuticals
3. The “To be developed” courses are currently not available on iGOT; these may need to be developed by the Department in consultation with CBC
4. The training calendar is divided into two parts, the first part is all mandatory trainings calendar, and the second part is voluntary training calendar.
5. CBC will onboard new courses for the competencies marked as “Upcoming Courses” and these will be available in the next 6-12 months.

5.3.1. List of Courses Identified

The following table represents the courses identified and their encoding. Course codes are used for ease of reference to a course from the Training Calendar which is represented in the section 3 above.

Here is the Legend to read the following table:

1. Course codes marked in Green: These are the courses suggested by CBC after checking their quality and relevance to the competency
2. Course Codes marked with an asterisk (*): These are the top 50 courses taken on iGOT by officials across various MDOs

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
MY00001*	POSH	Prevention of Sexual Harassment of	Human Resource Policies and Legislation Framework Management	1h 51m	ISTM	Link	L1	iGOT

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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Women at Workplace						
MY00002*	Emerging Technologies Level 1	Introduction to Emerging Technologies	Basics of Data Analytics, Artificial Intelligence, Machine Learning, Computer Vision, NLP etc	2h 30m	CBC	Link	L1	iGOT
MY00003	Emerging Technologies Level 2	Emerging Technologies Level 2	Advanced Knowledge of Data Analytics, Artificial Intelligence, Machine Learning, Computer Vision, NLP etc	2 days	CDAC	-	L3	CDAC (Physical)
MY00004	DAKSHTA	DAKSHTA	Noting & Drafting, Office Management, Handling Parliamentary Proceedings, Integrated Finance Division, Public Procurement through Government e-Market Place(GeM), Conduct & Behavior Management, Project Administration	16h 54m	ISTM	Link	L2	iGOT



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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
MY00005	DAKSHTA	DAKSHTA	Noting & Drafting, Office Procedure, RTI, GFR, Interpersonal Skills, Tender Documents, GeM, Case Studies, Managing Stress, Gender Sensitization, Computer Hands on, Record Management, e-Office, Cabinet notes, etc.	5 days	ISTM	-	L4	ISTM (Physical)
BH00015	Citizen Centricity First	Citizen Centric Communication	Importance of Proper Communication, importance of Listening, Active Listening Behavior, Being assertive in citizen-centric communication, citizen-centric communication is about putting the citizen first and ensuring that your communication is clear, concise, respectful, responsive, and transparent. By following the principles described in this course, one can build trust and understanding with the citizens they serve	50m	ISTM	Link	L1	iGOT

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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00001	Communication Skills	Effective Communication	Understand the need of communication and the effectiveness of communication	7h 19m	IIMB	Link	L2	iGOT
BH00002	Conflict Solving Strategies	Conflict Management & Negotiation	Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Wi-Win situation	1h 30m	DoPT	Link	L1	iGOT
BH00003	Critical thinking	Problem Solving and Decision Making	Need for problem solving, analyzing the problem, divergent thinking, decision making	1h 40m	iGOT	Link	L1	iGOT
BH00003	Decision Making	Problem Solving and Decision Making	Need for problem solving, analyzing the problem, divergent thinking, decision making	1h 40m	DoPT	Link	L1	iGOT
BH00016	Delegation	Delegation	Basics of Delegation	45 Min	BSNL	Link	L1	iGOT
BH00004	Empathy	Increasing your Emotional Quotient	Stress Management Self Control Mindfulness Stress & Resilience	1h	Art of Living	Link	L1	iGOT
BH00005	Equity	Gender Equality and Development – Overview	Gender Equality and Development	1h 45m	iGOT	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00006	Equity	Leadership	Define Leadership, Alignment of Leader with Team members, Allocation of Tasks by Leader to Team Members, Motivating Your Team as a Leader, Lead Yourself	1h 30m	DoPT	Link	L1	iGOT
BH00017	Ethics	Ethics and Values	Ethics and Values in Administration, Professional Ethics and Integrity, Ethical Decision Making and Ethical Dilemma	50 min	Border Roads Organisation (BRO)	Link	L1	iGOT
BH00018*	Ethics	Code of Conduct for Government Employees	This course covers details about Code of Conduct for government of India officials, describe the conduct that is not allowed/expected from government employees	35m	ISTM	Link	L1	iGOT
BH00007	Ethics and Values	Personal and Organisational values	Explains that we imbibe values from our surroundings and these values are set of guiding principles that help an individual make a decision and choose a path.	55 min	Department of Personnel and Training DoPT	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00005	Gender Awareness/ Sensitization	Gender Equality and Development – Overview	Gender Equality and Development	1h 45m	iGOT	Link	L1	iGOT
BH00019	Gender Awareness/ Sensitization	Gender Sensitivity	Gender Sensitivity: Understanding Gender Bias; Gender Sensitization: Understanding Gender Stereotypes; Gender Sensitization: What can Organization do?	50m	Ministry of Power	Link	L1	iGOT
BH00020*	Gender Awareness/ Sensitization	Prevention of Sexual Harassment of Women at Workplace	Human Resource Policies and Legislation Framework Management	1h 51m	ISTM	Link	L1	iGOT
BH00002	Influencing & Negotiation	Conflict Management & Negotiation	Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Win Win situation	1h 30m	DoPT	Link	L1	iGOT
BH00021	Interpersonal skills	Level-III CSSS Course to Develop Behavior Competencies	Level-III CSSS Course to Develop Behavior Competencies	2h 18m	iGOT	Link	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00022	Knowledge sharing & mentorship	Coaching module of BSNL Mission Karmayogi	Coaching module of BSNL Mission Karmayogi	52m	BSNL	Link	L1	iGOT
BH00023	Leadership	Leadership module of BSNL Mission Karmayogi	Basics of Leadership and Team Development	1h 16m	BSNL	Link	L1	iGOT
BH00006	Leadership	Leadership	Define Leadership, Alignment of Leader with Team members, Allocation of Tasks by Leader to Team Members, Motivating Your Team as a Leader, Lead Yourself	1h 30m	DoPT	Link	L1	iGOT
BH00006	Leading Others	Leadership	Define Leadership, Alignment of Leader with Team members, Allocation of Tasks by Leader to Team Members, Motivating Your Team as a Leader, Lead Yourself	1h 30m	DoPT	Link	L1	iGOT
BH00004	Maintaining mental health	Increasing your Emotional Quotient	Stress Management Self Control Mindfulness Stress & Resilience	1h	Art of Living	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00024	Maintaining mental health	Managing Personal Relations	Self Management Self Confidence Emotional Quotient & Intelligence Art of Living	40m	iGOT	Link	L1	iGOT
BH00025	Maintaining physical health	Y-Break 5 minute Yoga at Workplace	The course offers quick and simple yoga routines that can be done during work breaks or at the workplace. The routines consist of various poses, stretches, rotations, and breathing exercises that can help release tension and promote relaxation.	23m	DoPT	Link	L1	iGOT
BH00026*	Maintaining physical health	Yoga for Excellence	The techniques shown in the course when practiced regularly increases resilience, willpower and overall health.	1h 10m	Art of Living	Link	L1	iGOT
BH00008	Motivation	Motivation	Motivation drives performance, Maslow's hierarchy of needs, motivating self, self motivation action plan	1h	DoPT	Link	L1	iGOT
BH00008	Motivation	Motivation	The course on 'Motivation' explains that once we are aligned with our personal motivation and goals we are likely to become an	1h 8m	DoPT	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			excellent performer. For this, we need to find our own motivation that is relevant to our context, situation and job					
BH00027	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.	1 hour 35 minutes	LBSNAA	Link	L1	iGOT
BH00001	Negotiation skills	Effective Communication	Understand the need of communication and the effectiveness of communication	7h 19m	IIMB	Link	L2	iGOT
BH00002	Negotiation skills	Conflict Management & Negotiation	Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Win Win situation	1h 30m	DoPT	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00007	Organizational Skills	Personal and Organisational values	Explains that we imbibe values from our surroundings and these values are set of guiding principles that help an individual make a decision and choose a path.	55m	DoPT	Link	L1	iGOT
BH00003	Problem Solving	Problem Solving and Decision Making	Need for problem solving, analyzing the problem, divergent thinking, decision making	1h 40m	DoPT	Link	L1	iGOT
BH00028	Result Orientation	Result Orientation and Planning	Result Orientation and Planning	80 Min	BSNL	Link	L1	iGOT
BH00009*	Self Confidence	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar. We exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego and Self. Self-awareness, Self-control and Self-confidence all increase with Self-knowledge	1h 16m	The Art of Living	Link	L1	iGOT
BH00004	Self Management	Increasing your Emotional Quotient	How to handle negative emotions is not taught as part of our educational curriculum. In this course we learn very important aspects of managing emotions and	1h	The Art of Living	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			learn a meditation that helps us transform our emotions. This course comprises of learning videos by Gurudev Sri Sri Ravi Shankar.					
BH00009*	Self Management	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar. We exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego and Self. Self-awareness, Self-control and Self-confidence all increase with Self-knowledge	1h 16m	The Art of Living	Link	L1	iGOT
BH00008	Self Motivation	Motivation	This is a five-step approach to create an action-plan for self-motivation: my needs, the demotivating factors at work, demotivating factors outside work hours, motivating factors at work, motivating factors outside work hours.	1h 8m	DoPT	Link	L1	iGOT
BH00004	Self-Awareness	Increasing your Emotional Quotient	How to handle negative emotions is not taught as part of our educational curriculum. In this course we learn very important	1h	Art of Living	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
	and Self-Control		aspects of managing emotions and learn a meditation that helps us transform our emotions. This course comprises of learning videos by Gurudev Sri Sri Ravi Shankar.					
BH00009*	Self-Awareness and Self-Control	Self Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar. We exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego and Self. Self-awareness, Self-control and Self-confidence all increase with Self-knowledge	1h 16m	The Art of Living	Link	L1	iGOT
BH00029*	Stakeholder Analysis & Management	Stakeholders in Governance	Stakeholder Analysis	53 min	ISTM	Link	L1	iGOT
BH00010*	Stress Management	Stress Management	The course aims to provide the learners a potpourri of stress management tips and strategies to tackle the root cause of stress. As you go through the course you will be able to apply the learning and develop insight into meaning	2h 17m	IIPA	Link	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			of stress , its impact, symptoms, causes as well as practical interventions which can help busting the stress level.					
BH00011*	Stress Management	Stress Management	Physical and mental fitness, relaxation, worry for job, sleep quality, planning, concern for others, workload, separating professional and personal life are few factors that impact our stress levels.	1h 15m	DoPT	Link	L1	iGOT
BH00012	Team Management & Development	Team Building	High Performance Team, Commitment from the entire team, Team Member's Contribution, Communicating with the team, Cooperation amongst team members	1h 20m	DoPT	Link	L1	iGOT
BH00013	Team management, sensitiveness to team	Team Engagement	High Performance Team, Commitment from the entire team, Team Member's Contribution, Communicating with the team, Cooperation amongst team members	20 Min	BSNL	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00013	Team-Working	Team Engagement	High Performance Team, Commitment from the entire team, Team Member's Contribution, Communicating with the team, Cooperation amongst team members	20 Min	BSNL	Link	L1	iGOT
BH00014	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 aspect	1h 15m	DoPT	Link	L1	iGOT
BH00010*	Work-Life Balance	Stress Management	The course aims to provide the learners a potpourri of stress management tips and strategies to tackle the root cause of stress. As you go through the course you will be able to apply the learning and develop insight into meaning of stress , its impact, symptoms, causes as well as practical interventions which can help busting the stress level.	2h 17m	IIPA	Link	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00011*	Work-Life Balance	Stress Management	Physical and mental fitness, relaxation, worry for job, sleep quality, planning, concern for others, workload, separating professional and personal life are few factors that impact our stress levels.	1h 15m	DoPT	Link	L1	iGOT
FN00010	Balance Sheet Reading	Understanding Financial Position of an organization	Understand how financial transactions occur in any organization. Understanding the balance sheet, Double-entry accounting system, and profit and loss (P&L) statement is a financial statement that summarizes the revenues, costs, and expenses incurred during a specified period	43m 19s	iGOT	Link	L1	iGOT
FN00011*	Budgeting & Accounting	Budget	Basics of Budgeting and its importance, principles of indian budgetary system, Constitutional mandates for preparing annual budgets, budgetary process and voting/ passing the budget	50 min	ISTM	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00012	Budgeting & Accounting	Budgetary System in Government	Budgetary Control, Demand for Grants MoD, Financial Control, Re-appropriation, Role of Audit, Role of Finance	32m 37s	Defence Accounts Departments	Link	L1	iGOT
FN00013	Budgeting & Accounting	Finance and Accounts	The objectives of this module are: Define budget and explain the budgetary process, Explain the key features of financial regulation, Define audit, its purpose and objectives, Explain the procedure for procurement, Explain the preparation and maintenance of cashbook and Describe travel allowance rules.	41m	DoPT	Link	L1	iGOT
FN00014	Coaching & Mentoring	Coaching & Mentoring	Performance assessment, time management, coaching, teamwork	52 min	BSNL	Link	L1	iGOT
FN00016*	Data analysis	BIG DATA ONE	Data Management Functional Data Analytics System Design	3 min	National E-Governance Division NeGD	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00017	Data analysis	Data Driven Decision Making For Government	Data Analysis, Common tools for Visualization, Process Model through case study, Filter Pages Dashboard, Analytics Maturity Model	2h 30m	CBC	Link	L2	iGOT
FN00018	Data Security	Basics of Critical Information Infrastructure	There are infrastructure within a country, failure of which have the potential to disrupt economic activity of a nation, posing threats to national security or loss of life etc.. Awareness about such critical infrastructure among government officials is very important as they are responsible for policy making, issuing guidance, allocating budgets, setting priorities etc. which are crucial for protection of such infrastructure assets.	56m 57s	NTIPRIT	Link	L1	iGOT
FN00019*	Data Security	Cyber Security and Strategy	Cyber security strives to ensure the attainment and maintenance of the security properties of the organization and user's assets against relevant security risks in the cyber environment.	2h 11m	Indian Institute of Public Administration	Link	L2	iGOT

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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00020	Data Security	Information Security Basics	Everyday Government officials generate, process, store, retrieve and communicate lots of data in digital form for discharge of assigned duties by using IT networks.	1h 54m	Indian Institute of Public Administration	Link	L1	iGOT
FN00021	Data Security	Data, Cyber Security and Strategy	This Course will help government officers to build this critical infrastructure, exploring ways to stronger public service delivery, develop, and utilize the data and analytic tools that drive data-based decision-making	2h 30m	Capacity Building Commission	Link	L2	iGOT
FN00022	Filing Vigilance returns	Preventive Vigilance	Importance of preventative Vigilance, Tools and case studies on the topic	1h 30m	Ministry of Steel	Link	L1	iGOT
FN00023	Grammar training for cabinet note, EFC or office order	Preparation of Cabinet Notes	Objectives of the course:- Explains the context of preparation of Cabinet Notes, Describe the GOI rules, 1961 and GOI, Describe the Preparation & Procedure of the Cabinet Notes	5h 10m	ISTM	Link	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00024*	Innovation, global developments, emerging trends & perspectives	Introduction to Emerging Technologies	Understand how AI-powered and other Emerging Technologies are critical for good governance	2.5 hours	WITP	Link	L2	iGOT
FN00025	Intellectual Property Rights	Special Acts	This course is designed to help you understand the Special Acts in Law. including IPR, etc.	2h 6m	iGot	Link	L2	iGOT
FN00001	Knowledge of e-governance and Digital India	Basics of e-Governance & Digital India	This module explains basic constructs of e-governance – the strategy of employing digital technologies in accelerating the processes of governance and the related concepts associated with it. It also describes in an easy-to-understand manner the flagship Digital India program of the Government of India.	1h 35m	iGot	Link	L1	iGOT
FN00002*	Knowledge of IFD Framework	Public Procurement Framework of GOI	integrated finance division (ifd) procurement services, integrated finance division (ifd), general system of financial management, general financial rules (gfr)	1h 55m	Department of Expenditure	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00026	Knowledge of Parliament/ cabinet	Parliament at work	Explain the Legislative procedure followed, while considering a bill to be made into an Act Explain the Parliamentary Committees and their roles Explain the role and functions of the Financial Committees Describe the Question hour proceedings	5 hour 36 minutes	Institute of Secretari at Training and Manage men	Link	L2	iGOT
FN0002	Knowledge of taxation of products, GST and customs duty	A course on tds under gst act	Provisions of tax deduction at source under gst act.	54m 44s	NICF	Link	L1	iGOT
FN00028	Knowledge of taxation of products, GST and customs duty	GST APPLICABILITY ON GOVERNMENT RELATED ACTIVITIES	This course gives all information about goods and services tax applicability on government services.government services are classified under 3 categories- exempt,taxable,taxable under reverse charge mechanism.	40m	National Institute of Commu nication Finance	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00029*	Knowledge on Central Civil Conduct Code	Code of Conduct for Government Employees	This course covers details about Code of Conduct for government of India officials, describe the conduct that is not allowed/expected from government employees	35m	ISTM	Link	L1	iGOT
FN00030*	Knowledge on Central Civil Conduct Code	Code of Conduct Rules for Scientists and Technologists	This is an interactive self-paced flipbook on the Central Civil Services (Conduct) Rules, 1964. The flipbook explains the objectives of CSS Rules and explains the dos and don'ts for government employees using examples.	2 h	CBC	Link	L1	iGOT
FN00031*	Knowledge on RTI resolutions	Right to Information Act - Part 1	Overview of the Right to Information (RTI) Act · RTI act's major features and implications Responsibilities of public authorities, RTI cells, and duties of Central and Assistant Public Information Officers · Purpose and definitions of RTI, and the process of seeking and providing information	55m	ISTM	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00032*	Knowledge on RTI resolutions	Right to Information Act - Part 2	Exemptions from disclosure, · Partial disclosure and rejection processes · Complaint and appeal procedures · Citizen's rights and responsibilities in implementing the RTI Act	41m	ISTM	Link	L1	iGOT
FN00033*	Knowledge on RTI resolutions	Right to Information Act 2005	Right to Information Act 2005 and One case study	48m 30s	Defence Accounts Departments	Link	L1	iGOT
FN00034*	Knowledge on RTI resolutions	Right To Information Act, 2005	This is a domain-specific module. The objective of this module is to make the trainees aware of the provisions of the Act as their assistance may be required in handling of RTI applications received by PIOs	47m	DoPT	Link	L1	iGOT
FN00035*	Noting and Drafting	Noting and Drafting	This course will guide you about noting and drafting in a secretariat set up.	2 hours	ISTM	Link	L1	iGOT
FN00036*	Parliamentary Questions	Parliamentary Procedures	Includes information on parliamentary procedures and questions	2 hours	ISTM	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00003	Pension Administration/Processing	Pensionary Benefits	This course describes the various retirement and death benefits admissible to a government servant/ family. · It also covers factors governing Pensionary benefits and its key features. · This course will enable learners to calculate pension and other pensionary benefits, and explain the seven step procedure for processing pension papers.	55m	ISTM	Link	L1	iGOT
FN00037	Policy making/drafting	Basics of Public Policy Research	Research process Reporting Rules Research Strategies Research Process	2 hours	NACIN	Link	L1	iGOT
FN00038	Policy making/drafting	Formulation of Public Policies	Meaning and scope, Frameworks, Different Stages, evidence based public policy formulation, Role of civil servant in policy firmulation	1 Hour 5 min	Institute of Secretariat Training and Management	Link	L1	iGOT
FN00039	Preparation of	Evaluation of Evidence and	Evaluation of Evidence	46 min	Institute of	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
	Vigilance/investigation Reports	Course Assessment			Secretariat Training and Management			
FN00040	Presentation Skills	Ways of Enhancing Presentation Skills	<p>Module 1: Manage Anxiety while Presenting</p> <p>Module 2: Ground Rules for Presenting Better</p> <p>Module 3: Perfect the Planned Presentation</p>	1 hr 25 min	Ministry of Mines	Link	L1	iGOT
FN00004	Project Management	Project management	Introduction to Project Management, Project Management Plans, Scheduling and its definitions, Types of Schedules	46m	Ministry of Railways	Link	L1	iGOT
FN00005	Project Management	Project management	Project Management, Return on Investment, Social Return on Investment, Randomized Controlled Trial (RCT)	2h 1m	IIPA	Link	L2	iGOT
FN00041*	Rajbhasha	Rajbhasha Hindi	Rajbhasha Hindi basics	13 min	FCI	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00042	Scientific communication skills - narrative tools	An Introduction To Science Communication	give early-career scientists a quick introduction to science communication as part of their common induction curriculum. The course provides a brief overview of the fundamentals of science communication, as well as quizzes, assignments and case studies, to help learners develop an awareness and knowledge of communicating science to non-scientific audiences	2 Hours	CBC	Link	L1	iGOT
FN00043	Understanding of GeM Marketplace	Bid Participation	Complete seller bid participation details	21m	Government e Marketplace(GeM)	Link	L1	iGOT
FN00044	Understanding of GeM Marketplace	Buyer Dashboard	Different Buyer Dashboards available on GeM for Buyers to use.	15m	Government e Marketplace(GeM)	Link	L1	iGOT

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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00045	Understanding of GeM Marketplace	Catalogue Management	These modules cover the details of the complete catalogue updation process for Sellers and Service Providers on the geM portal.	42m	Government e Market Place(GeM)	Link	L1	iGOT
FN00007*	Understanding of GeM Marketplace	GeM marketplace	A Course on Government e Marketplace (GeM).	1h 9m	ISTM	Link	L1	iGOT
FN00046*	Understanding of GeM Marketplace	Introduction to GeM for Buyers	Videos, PDF & Questionnaires about GeM overview and Buyer Functionality	10m	Government e Market Place(GeM)	Link	L1	iGOT
FN00047	Understanding of GeM Marketplace	Introduction to Sellers & Service Provider	This module contains videos showing Government e-Marketplace and Introduction to Seller & Service Provider Functionality	5m	Government e Market Place(GeM)	Link	L1	iGOT
FN00048	Understanding of GeM Marketplace	Invoicing and payment Process	This module contains the details of the steps required for complete invoicing and payment process from the end of the Seller	17m	Government e Market Place(GeM)	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00049	Understanding of GeM Marketplace	Payment process for Buyers	All payment process options available to Buyers on GeM Portal	33m	Government e Marketplace(GeM)	Link	L1	iGOT
FN00008	Understanding of GeM Marketplace	Procurement Process	This module contains all procurement processes available on the GeM Portal.	2h 49m	Government e Marketplace(GeM)	Link	L2	iGOT
FN00050	Understanding of GeM Marketplace	Registration of Buyers	Complete registration process for Primary and Secondary Users. Also deactivation and transfer of users for Buyer Departments.	14m	Government e Marketplace(GeM)	Link	L1	iGOT
FN00009	Understanding of GeM Marketplace	Vendor Registration	Complete registration process for vendors	20m	Government e Marketplace(GeM)	Link	L1	iGOT
FN00002*	Understanding of General	Public Procurement Framework of GOI	integrated finance division (ifd) procurement services, integrated finance division (ifd), general	1h 55m	Department of Expenditure	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
	Financial Rules, 2017		system of financial management, general financial rules (gfr)					
FN00051*	Understanding of Office Protocols	Office Procedure	This course will guide about office procedures. It gives an overview about · File management system · Management of DAK · Decision making in government · Record management	2h 17m	ISTM	Link	L2	iGOT
FN00052	Working with MS Office	Excel advanced	This training program will digitally empower officials to provide efficient and effective citizen-centric services to the vulnerable and underprivileged sections of society. It will enable them to deliver last-mile social welfare services.	3h 44m	Microsoft	Link	L2	iGOT
FN00053	Working with MS Office	Microsoft Excel for Beginners	In this course we will learn how to Enter and edit Excel data, Format numbers, fonts, and alignment make simple pivot tables and charts, create simple Excel formulas, filters, formatting. Learn common Excel functions used in any Office.	6h 56m	Microsoft	Link	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00054	Working with MS Office	Microsoft PowerPoint Beginners	a beginner's guide to Microsoft PowerPoint, taking you by hand and showing you step by step how to make some amazing and mesmerizing PowerPoint slideshow presentations.	2h 41m	Microsoft	Link	L2	iGOT
FN00055*	Working with MS Office	Microsoft Word Beginners	Welcome to the course that offers a beginner's guide to Microsoft Word. This course enables you to learn Word in simple and easy steps with a focus on making the learners understand and create tasks using Ribbon Menu, Rulers, Navigation Pane, Go to Command, Proof Reading, Views, edit pictures, Indenting, Track Changes, layout, and more.	2h 56m	Microsoft	Link	L2	iGOT
FN00056	Working with MS Office	PowerPoint advanced	Advance course to Microsoft PowerPoint, taking you by hand and showing you step by step how to make some amazing and mesmerizing PowerPoint transitions and animation. We dive into PowerPoint Slide Design,	2h 19m	Microsoft	Link	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			Smart Art and PowerPoint Animation.					
FN00057	Working with MS Office	Programme on IT Skills	Microsoft Word for Beginners, Microsoft Word for Advanced, Microsoft PowerPoint Beginners, Microsoft PowerPoint Advanced, Microsoft Excel for Beginners, and Advanced	21h 25 m	ISTM	Link	L2	iGOT
FN00058	Working with MS Office	Word advanced	This course enables you to learn advanced concepts of MS Word in simple and easy steps. In this course, the learners will understand and create tasks using Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, Inserting audio, video, online videos and more.	2h 49m	Microsoft	Link	L2	iGOT
FN00009	Vendor Management	Vendor Registration	Complete registration process for vendors	20m	Government e Market Place(GeM)	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00007*	Vendor Management	GeM marketplace	A Course on Government e Marketplace (GeM).	1h 9m	ISTM	Link	L1	iGOT
FN00008	Procurement and tender writing	Procurement Process	This modules contains all procurement processes available on the GeM Portal.	2h 49m	Government e Market Place(GeM)	Link	L2	iGOT
FN00059	Drafting proposals	Request for Proposals	Request for Proposals	9m 43s	Defence Accounts Department (DAD)	Link	L1	iGOT
FN00060	Drafting proposals	Proposal Acceptance and Withdrawal and Signing of Contract	Proposal Acceptance and Withdrawal and Signing of Contract	5m 14s	Defence Accounts Department (DAD)	Link	L1	iGOT
FN00061	Drafting proposals	Approval and Processing of Proposals	Approval and Processing of Proposals	3m 57s	Defence Accounts Department	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
					ent (DAD)			
FN00062	Climate Change	Basics of climate change: science behind stories	This course will help you to learn Climate Change and associated science.	2h 11m	Dr. Shyamli Singh, ISPA	Link	L1	iGOT
FN00063	Climate Change	Economics of Climate-Resilient Development	The course is based upon the principles of multiple stakeholder inputs and includes ideas on how different expertise and views are found and incorporated. To conclude the course, a policy scenario presents the course user with the opportunity to see how an economically viable climate resilient development plan may be designed in practice.	1h 21m	World Bank Content Creator	Link	L1	iGOT
FN00064*	Climate Change	Low Carbon Development: Planning & Modelling	This short overview module provides a high level introduction to climate change, low carbon development planning and the use of the EFFECT model (Energy Forecasting Framework and Emissions Consensus Tool)	7h 53m	World Bank Content Creator	Link	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00065*	Establishment & Human Resource Management	Annual Performance Appraisal Report (APAR)	Annual Performance Appraisal Report (APAR)	34m	ISTM	Link	L1	iGOT
FN00066	Establishment & Human Resource Management	Leave Rules	Leave Rules	55m	ISTM	Link	L1	iGOT
FN00067*	Establishment & Human Resource Management	Pay Fixation	Pay Fixation	1h 26m	ISTM	Link	L1	iGOT
FN00003	Establishment & Human Resource Management	Pensionary Benefits	This course describes the various retirement and death benefits admissible to a government servant/ family. It also covers factors governing Pensionary benefits and its key features.	55m	ISTM	Link	L1	iGOT
FN00068	Establishment & Human Resource	Consultation with UPSC in disciplinary cases	Consultation with UPSC in disciplinary cases	44m	ISTM	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
	Management							
FN00069	Establishment & Human Resource Management	Consolidated Instructions on Suspension	Take this course to learn about consolidated instructions on suspension	1h 2m	ISTM	Link	L1	iGOT
FN00070*	Establishment & Human Resource Management	Central Government Employees Group Insurance Scheme (CGEGIS)	<p>Learning objectives of the course:</p> <ul style="list-style-type: none"> · Understand the scheme of CGEGIS · Explain how does CGEGIS works in a calendar year · List the subscription fees · Identify the promotion and death benefits associated with the scheme 	12m	ISTM	Link	L1	iGOT
FN00071	Establishment & Human Resource Management	Constitutional Provisions Relating to Disciplinary Proceedings - Hindi	Constitutional Provisions Relating to Disciplinary Proceedings - Hindi	1h 3m	ISTM	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00072	GIS Applications	Geographical Information System	Geographical information system (GIS) uses space and ground based technologies to organize our physical world by representing spatial data, that is, location and attribute data with digital map overlays.	10h 15m	Department of Space	Link	L2	iGOT
FN00073*	Governance	Stakeholders in Governance	Stakeholders in Governance	1h 43m	ISTM	Link	L1	iGOT
FN00001	Process improvement	Basics of e-Governance & Digital India	This module explains basic constructs of e-governance – the strategy of employing digital technologies in accelerating the processes of governance and the related concepts associated with it. It also describes in an easy-to-understand manner the flagship Digital India program of the Government of India.	1h 35m	iGoT	Link	L1	iGOT
FN00074	Process improvement	Total Quality Management (TQM)	This course gives information about basic concepts, processes and all aspects of Total Quality Management.	48m 12s	NICF	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00075	Project Management	Preparation of Detailed Project Report (DPR)	This course provides detailed knowledge about following subjects, namely: DPR preparation for PMGSY roads. The above Course includes topics like Topographical Surveys, Geometric Design and Bill of Quantities & Surveys and Investigations (Soils, Materials & Geo technical).	8h 30m	Igot	Link	L2	iGOT
FN00006	Project Management	Project Management	The course provides a basic understanding of project management. After going through the course, you will be able to: Identify steps in project management, Augment where focus to be given for smart project management, Assess the key issues in investment by taking up analytical exercises, Know how social value is created through investment, and Apply Randomized Controlled Trial (RCT) in project evaluation.	1h 59m	Igot	Link	L1	Igot

5.3.2. DoP Voluntary Training Calendar

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
1	All Officials	Digitization and Pharma sustainability	D	Advanced	Learning Hour	
		Knowledge of Bulk Drug Parks	D	Advanced	Learning Hour	
		Knowledge of existing Joint Working Groups/MoUs of department of pharma	D	Advanced	Learning Hour	
		Knowledge of NIPER Act	D	Advanced	Learning Hour	
		Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI	D	Advanced	Learning Hour	
		Knowledge of UPCMP	D	Advanced	Learning Hour	
		Knowledge on DPEA funds	D	Advanced	Learning Hour	
		Knowledge on the effects of Wearable Tech Integration	D	Advanced	Learning Hour	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on UCMDMP	D	Advanced	Learning Hour	
		Monitoring and Evaluation	F	Basic	Learning Hour	
		Record Keeping	F	Advanced	Learning Hour	
		Understanding of Bio-printing of tissues or cells	D	Advanced	Learning Hour	
		Understanding of Clustered Regularly Interspaced Short Palindromic Repeats (CRISPR)	D	Advanced	Learning Hour	
		Understanding of functioning of NIPERs	D	Advanced	Learning Hour	
		Understanding of functioning of Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP)	D	Advanced	Learning Hour	
		Understanding of functioning of PSUs (IDPL, HAL, KAPL, BCPL, RDPL)	D	Advanced	Learning Hour	
		Understanding of functions of DPCO/NPPA	D	Advanced	Learning Hour	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of Gene Therapy	D	Advanced	Learning Hour	
		Understanding of how an R&D center works	F	Advanced	Learning Hour	
		Understanding of Pharmaceutical Promotion and Development Scheme (PPDS)	D	Advanced	Learning Hour	
		Understanding of PLI Schemes for APIs/KSMs and DIs	D	Advanced	Learning Hour	
		Understanding of PLI Schemes for Medical Devices	D	Advanced	Learning Hour	
		Understanding of Precision Medicine and it's benefits	D	Advanced	Learning Hour	
		Understanding of Tele-Medicine	D	Advanced	Learning Hour	
		Understanding on court matters	F	Basic	Learning Hour	
		Understanding on Delegation of Powers, Delegation of Financial Powers, Transaction of Business Rules, Channel of Submission	F	Basic	Learning Hour	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding the relations with WTO/FTAs/WHO/WIPO etc	D	Advanced	Learning Hour	
		Use of Artificial Intelligence in drug discovery, manufacturing, scanning of medical records, clinical trials, etc.	D	Advanced	Learning Hour	
		Use of Big Data and Analytics in early-stage disease detection, preventative care, shortening R&D cycles, determining drug's side effects, etc.	D	Advanced	Learning Hour	
2	Assistant Section Officer (Establishment & Administration)	Data analysis	F	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Empathy	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Financial Management	F	Advanced	Upcoming Course	
		Gender Budgeting	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Inventory planning	F	Advanced	To be developed	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	Upcoming Course	
		Knowledge on Procurement and GeM	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Organizational Awareness	B	Advanced	To be developed	
		Pension Administration	F	Advanced	To be developed	
		People First Approach	B	Advanced	To be developed	
		Planning & Coordination	F	Advanced	To be developed	
		Policy making	F	Advanced	Upcoming Course	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Self Management	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Team Management	F	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Training for cabinet note, EFC or office order preparation	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Vacancy monitoring	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
		Work-Life Balance	B	Advanced	Upcoming Course	
3	Assistant Section Officer (PSUs)	Active Listening Skills	B	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Commitment to the Organization	B	Basic	To be developed	
		Conceptual Thinking	B	Basic	To be developed	
		Conflict Solving Strategies	B	Basic	BH00002	Q2
		Decision Making	B	Basic	BH00003	Q2
		Desire for Knowledge	B	Basic	To be developed	
		Drafting proposals	F	Basic	FN00059, FN00070, FN00071	Q3
		Ethics	B	Basic	BH00017, BH00018	Q3
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Innovative Thinking	B	Basic	Upcoming Course	
		Integrity	B	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q3
		Leadership	B	Basic	BH00023, BH00006	Q2
		Media Scanning, Media Monitoring and Media Strategy (Communication Skills)	B	Basic	Upcoming Course	
		Motivation	B	Basic	BH00008, BH00027	Q3
		National Anthem, Flag code of India and State Emblem of India	F	Basic	To be developed	
		Organizational Awareness	B	Basic	To be developed	
		Problem Solving	B	Basic	BH00003	Q2
		Seeking Information	B	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Self Confidence	B	Basic	BH00009	Q3
		Self Management	B	Basic	BH00004, BH00009	Q3
		Self-Awareness and Self-Control	B	Basic	BH00004, BH00009	Q3
		Strategic thinking	B	Basic	Upcoming Course	
		Taking Ownership	B	Basic	To be developed	
		Team-Working	B	Basic	BH00012, BH00013	Q3
		Time Management	B	Basic	BH00014	Q2
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
		Work-Life Balance	B	Basic	BH00010, BH00011	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
4	Consultant Grade 2 (Establishment & Administration)	Active Listening Skills	B	Advanced	To be developed	
		Budgeting	F	Advanced	Upcoming Course	
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Drafting proposals	F	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Knowledge of IFD Framework	F	Basic	FN00002	Q3
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Knowledge on Procurement and GeM	F	Basic	FN00007	Q3
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Organizational Awareness	B	Advanced	To be developed	
		Preparation of Annual Reports	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Procurement & Tender Writing	F	Basic	FN00008	Q3
		Promoting via Social Media	F	Basic	Upcoming Course	
		Purchase forecasting	F	Basic	To be developed	
		Team Management	F	Basic	BH00012, BH00013	Q3
		Training for cabinet note, EFC or office order preparation	F	Advanced	Upcoming Course	
		Vendor Management	F	Basic	FN00009	Q4
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
5	Deputy Director (International Collaboration)	Accounting skills	F	Advanced	Upcoming Course	
		Active Listening Skills	B	Advanced	To be developed	
		Attention to Detail	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Budgeting	F	Advanced	Upcoming Course	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Desire for Knowledge	B	Advanced	To be developed	
		Developing Others	B	Advanced	To be developed	
		Drafting proposals	F	Advanced	To be developed	
		Financial Management	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Initiative & Drive	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Innovative Thinking	B	Advanced	Upcoming Course	
		Integrity	B	Advanced	To be developed	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on Central Civil Conduct Code	F	Advanced	Upcoming Course	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	Upcoming Course	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Media Scanning, Media Monitoring and Media Strategy (Communication Skills)	B	Advanced	BH00001	Q2
		Organizational skills	F	Advanced	To be developed	
		Pension Administration	F	Advanced	To be developed	
		Planning & Coordination	F	Advanced	To be developed	
		Policy making	F	Advanced	Upcoming Course	
		Preparation of Annual Reports	F	Advanced	To be developed	
		Problem Solving	B	Advanced	Upcoming Course	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Report Writing	F	Advanced	Upcoming Course	
		Result Orientation	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Training for cabinet note, EFC or office order preparation	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Vacancy monitoring	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056,	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
					FN00057, FN00058	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
		Work-Life Balance	B	Advanced	Upcoming Course	
6	Deputy Secretary (Establishment & Administration)	Budgeting	F	Advanced	Upcoming Course	
		Conceptual Thinking	B	Advanced	To be developed	
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Data analysis	F	Basic	FN00016	Q3
		Financial Management	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Gender Budgeting	F	Basic	BH00005, BH00019, BH00020	Q4
		Grant Administration & Grant Writing	F	Advanced	Upcoming Course	
		Innovative Thinking	B	Advanced	Upcoming Course	
		Inventory planning	F	Basic	To be developed	
		Knowledge Management	F	Basic	To be developed	
		Knowledge of IFD Framework	F	Basic	FN00002	Q3
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Basic	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Basic	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	Upcoming Course	
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q3
		Maintaining Websites	F	Basic	To be developed	
		Media Scanning, Media Monitoring and Media Strategy (Communication Skills)	B	Advanced	BH00001	Q2
		Planning & Coordination	F	Advanced	To be developed	
		Policy making	F	Advanced	Upcoming Course	
		Preparation of Annual Reports	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Procurement & Tender Writing	F	Advanced	To be developed	
		Promoting via Social Media	F	Basic	Upcoming Course	
		Purchase forecasting	F	Basic	To be developed	
		Resume filtering using applicant tracking software	F	Basic	To be developed	
		Seeking Information	B	Basic	To be developed	
		Stakeholder Analysis & Management	B	Basic	BH00029	Q3
		Strategic thinking	B	Basic	Upcoming Course	
		Training for cabinet note, EFC or office order preparation	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Basic	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
7	Deputy Secretary (Policy (Medical Devices) and International Cooperation)	Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Media Scanning, Media Monitoring and Media Strategy (Communication Skills)	B	Advanced	BH00001	Q2
		Negotiation Skills	B	Advanced	Upcoming Course	
		Planning & Coordination	F	Advanced	To be developed	
		Policy making	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
8	Director (Rajbhasha)	Assertiveness	B	Advanced	To be developed	
		Budgeting	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Gender Awareness	B	Advanced	To be developed	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
		Self Management	B	Basic	BH00004, BH00009	Q3
		Team Management	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
9	Joint Director (Policy (Pricing))	Benchmarking	F	Advanced	To be developed	
		Budgeting	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Conceptual Thinking	B	Advanced	To be developed	
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Desire for Knowledge	B	Advanced	To be developed	
		Drafting proposals	F	Advanced	To be developed	
		Filing Vigilance returns	F	Advanced	To be developed	
		Financial Management	F	Advanced	Upcoming Course	
		Giving Feedback	B	Advanced	Upcoming Course	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Media Scanning, Media Monitoring and Media Strategy (Communication Skills)	B	Advanced	BH00001	Q2
		Negotiation Skills	B	Advanced	Upcoming Course	
		Overview of Organogram	F	Advanced	To be developed	
		Planning & Coordination	F	Advanced	To be developed	
		Policy making	F	Advanced	Upcoming Course	
		Problem Solving	B	Advanced	Upcoming Course	
		Project Management	F	Advanced	Upcoming Course	
		Project Marketing	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Resume filtering using applicant tracking software	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Seeking Information	B	Advanced	To be developed	
		Self Management	B	Advanced	Upcoming Course	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Advanced	FN00051	Q4
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
10		Conceptual Thinking	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
	Joint Secretary (NIPERs, PMBJP, Establishment & Administration and Rajbhasha)	Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Consultation & Consensus Building	B	Advanced	To be developed	
		Ethics	B	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Gender Budgeting	F	Advanced	To be developed	
		Innovative Thinking	B	Advanced	Upcoming Course	
		Knowledge Management	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	Upcoming Course	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on Procurement and GeM	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Leadership	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	
		Policy making	F	Advanced	Upcoming Course	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Project Management	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
11	Section Officer (Establishment & Administration)	Active Listening Skills	B	Advanced	To be developed	
		Desire for Knowledge	B	Advanced	To be developed	
		Developing Others	B	Advanced	To be developed	
		Empathy	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Innovative Thinking	B	Advanced	Upcoming Course	
		Integrity	B	Advanced	To be developed	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Leadership	B	Advanced		
		Media Scanning, Media Monitoring and Media Strategy (Communication Skills)	B	Advanced	BH00001	Q2
		Motivation	B	Advanced	Upcoming Course	
		Problem Solving	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Taking Ownership	B	Advanced	To be developed	
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
		Work-Life Balance	B	Advanced	Upcoming Course	
12	Section Officer (Schemes)	Accounting skills	F	Advanced	Upcoming Course	
		Budgeting	F	Advanced	Upcoming Course	
		Cash Flow Management	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Drafting proposals	F	Advanced	To be developed	
		Filing Vigilance returns	F	Advanced	To be developed	
		Financial Management	F	Advanced	Upcoming Course	
		Gender Budgeting	F	Advanced	To be developed	
		Inventory planning	F	Advanced	To be developed	
		Knowledge Management	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Knowledge on Central Civil Conduct Code	F	Advanced	Upcoming Course	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	Upcoming Course	

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Leadership	B	Basic	BH00023, BH00006	Q2
		National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	
		Pension Administration	F	Advanced	To be developed	
		Preparation of Annual Reports	F	Advanced	To be developed	
		Project Management	F	Advanced	Upcoming Course	
		Purchase forecasting	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Spending Assessment	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Stakeholder Analysis & Management	B	Basic	BH00029	Q3
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of Office Protocols	F	Advanced	FN00051	Q4
		Vacancy monitoring	F	Advanced	To be developed	
13	Senior Economic Advisor (Policy Pricing)	Consultation & Consensus Building	B	Advanced	To be developed	
		Continuous Process Improvement	F	Basic	FN00001, FN00074	Q4
		Data analysis	F	Basic	FN00016	Q4
		Financial Management	F	Basic	Upcoming Course	
		Innovative Thinking	B	Advanced	Upcoming Course	
		Knowledge Management	F	Basic	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q4

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Basic	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Organizational skills	F	Basic	BH00007	Q3
		Planning & Coordination	F	Advanced	To be developed	
		Project Management	F	Basic	FN00004, FN00005	Q4
		Promoting via Social Media	F	Basic	Upcoming Course	
		Resume filtering using applicant tracking software	F	Basic	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Team Management	F	Basic	BH00012, BH00013	Q2
14	Senior Technical Consultant (Foreign Direct Investment)	Consultation & Consensus Building	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Data analysis	F	Advanced	Upcoming Course	
		Negotiation Skills	B	Basic	BH00002	Q2
		Organizational Awareness	B	Basic	To be developed	
		Policy making	F	Advanced	Upcoming Course	
		Project Management	F	Basic	FN00004, FN00005	Q3
		Strategic thinking	B	Advanced	Upcoming Course	
		Team Management	F	Basic	BH00012, BH00013	Q4
15	Technical Consultant (Legal)	Accounting skills	F	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	
		Drafting proposals	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Inventory planning	F	Advanced	To be developed	
		Knowledge Management	F	Advanced	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	Upcoming Course	
		Organizational skills	F	Advanced	To be developed	
		Policy making	F	Advanced	Upcoming Course	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Report Writing	F	Advanced	Upcoming Course	
		Resume filtering using applicant tracking software	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Technical Writing	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of recruitment process	F	Advanced	Upcoming Course	
		Vacancy monitoring	F	Advanced	To be developed	
16	Technical Consultant (Pharma Bureau)	Benchmarking	F	Advanced	To be developed	
		Budgeting	F	Advanced	Upcoming Course	
		Coaching & Mentoring	F	Advanced	Upcoming Course	
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Decision Making	B	Advanced	Upcoming Course	
		Developing Others	B	Advanced	To be developed	
		Financial Management	F	Advanced	Upcoming Course	
		Integrity	B	Advanced	To be developed	
		Knowledge Management	F	Advanced	To be developed	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	Upcoming Course	
		Knowledge on Procurement and GeM	F	Advanced	FN00043, FN00044,	Q2



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
					FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	
		Leadership	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	
		Policy making	F	Advanced	Upcoming Course	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Project Management	F	Advanced	Upcoming Course	
		Resume filtering using applicant tracking software	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Strategic thinking	B	Basic	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Vendor Management	F	Advanced	To be developed	
17	Technical Consultant (Policy (Pharma))	Conceptual Thinking	B	Advanced	To be developed	
		Data analysis	F	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Networking skills	B	Advanced	To be developed	
		Preparation of Annual Reports	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Result Orientation	B	Advanced	To be developed	
		Seeking Information	B	Advanced	To be developed	
		Self Confidence	B	Advanced	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	
		Team Management	F	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Vendor Management	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
18	Technical Consultant (Schemes (Project Management))	Active Listening Skills	B	Advanced	To be developed	
		Commitment to the Organization	B	Advanced	To be developed	
		Conceptual Thinking	B	Advanced	To be developed	
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Consultation & Consensus Building	B	Advanced	To be developed	
		Customer Centric	B	Advanced	To be developed	
		Decision Making	B	Advanced	Upcoming Course	
		Developing Others	B	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Leadership	B	Advanced	To be developed	
		Motivation	B	Advanced	Upcoming Course	
		Organizational Awareness	B	Advanced	To be developed	
		Problem Solving	B	Advanced	Upcoming Course	
		Project Management	F	Basic	FN00004, FN00005	Q2
		Self Management	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	
		Team Management	F	Basic	BH00012, BH00013	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Time Management	B	Advanced	Upcoming Course	
		Work-Life Balance	B	Advanced	Upcoming Course	
19	Under Secretary (Establishment & Administration)	Benchmarking	F	Basic	To be developed	
		Budgeting	F	Basic	FN00011, FN00012, FN00013	Q2
		Cash Flow Management	F	Basic	To be developed	
		Data analysis	F	Basic	FN00016	Q3
		Filing Vigilance returns	F	Basic	FN00022	Q3
		Financial Management	F	Basic	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Gender Budgeting	F	Basic	BH00005, BH00019, BH00020	Q4

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge of IFD Framework	F	Basic	FN00002	Q3
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Basic	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Basic	To be developed	
		Knowledge on Procurement and GeM	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Media Scanning, Media Monitoring and Media Strategy (Communication Skills)	B	Basic	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Motivation	B	Basic	BH00008, BH00027	Q3
		Procurement & Tender Writing	F	Basic	FN00008	Q4
		Promoting via Social Media	F	Basic	Upcoming Course	
		Self Confidence	B	Basic	BH00009	Q3
		Training for cabinet note, EFC or office order preparation	F	Basic	FN00023	Q4
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Vendor Management	F	Basic	FN00009	Q4
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
20	Under Secretary (NIPERs)	Accounting skills	F	Basic	FN00011, FN00012, FN00013	Q2
		Knowledge of Public Financial Management System	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
21	Under Secretary (Policy (Pharma))	Data analysis	F	Basic	FN00016	Q3
		Decision Making	B	Basic	BH00003	Q2
		Giving Feedback	B	Basic	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Negotiation Skills	B	Basic	BH00002	Q4
		Policy making	F	Advanced	Upcoming Course	
		Self Confidence	B	Basic	BH00009	Q3
		Self Management	B	Basic	BH00004, BH00009	Q3
		Technical Writing	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
22	Under Secretary (Policy (Pricing))	Active Listening Skills	B	Advanced	To be developed	
		Assertiveness	B	Advanced	To be developed	
		Budgeting	F	Basic	FN00011, FN00012, FN00013	Q4
		Conceptual Thinking	B	Advanced	To be developed	
		Conflict Solving Strategies	B	Basic	BH00002	Q2
		Desire for Knowledge	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Drafting proposals	F	Advanced	To be developed	
		Ethics	B	Basic	BH00017, BH00018	Q3
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Innovative Thinking	B	Advanced	Upcoming Course	
		Knowledge of IFD Framework	F	Basic	FN00002	Q3
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q3
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q3
		Leadership	B	Advanced	To be developed	
		Media Scanning, Media Monitoring and Media Strategy (Communication Skills)	B	Advanced	BH00001	Q2
		Motivation	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Networking skills	B	Advanced	To be developed	
		Organizational Awareness	B	Basic	To be developed	
		Policy making	F	Basic	FN00037, FN00038	Q2
		Problem Solving	B	Advanced	Upcoming Course	
		Promoting via Social Media	F	Basic	Upcoming Course	
		Result Orientation	B	Advanced	To be developed	
		Seeking Information	B	Advanced	To be developed	
		Self Confidence	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Taking Ownership	B	Advanced	To be developed	
		Time Management	B	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q3
		Vendor Management	F	Basic	FN00009	Q4
		Work-Life Balance	B	Advanced	Upcoming Course	
23	Under Secretary (Schemes)	Budgeting	F	Advanced	Upcoming Course	
		Conceptual Thinking	B	Advanced	To be developed	
		Delegation	B	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Knowledge on Procurement and GeM	F	Basic	FN00007	Q4
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Organizational Awareness	B	Advanced	To be developed	
		Project Management	F	Advanced	Upcoming Course	
		Result Orientation	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056,	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
					FN00057, FN00058	
		Work-Life Balance	B	Advanced	Upcoming Course	
24	Young Professional (Foreign Direct Investment)	Conflict Solving Strategies	B	Basic	BH00002	Q2
		Consultation & Consensus Building	B	Basic	To be developed	
		Customer Centric	B	Basic	BH00015	Q3
		Data analysis	F	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Gender Awareness	B	Advanced	To be developed	
		National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Negotiation Skills	B	Basic	BH00002	Q4
		Networking skills	B	Basic	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
		Overview of Organogram	F	Advanced	To be developed	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Report Writing	F	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	
		Stakeholder Analysis & Management	B	Basic	BH00029	Q3
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of Office Protocols	F	Advanced	FN00051	Q4
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
		Work-Life Balance	B	Advanced	Upcoming Course	
25	Young Professional (NIPERs)	Coaching & Mentoring	F	Basic	FN00014	Q2
		Data analysis	F	Basic	FN00016	Q2
		Ethics	B	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Knowledge Management	F	Basic	To be developed	
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on Central Civil Conduct Code	F	Basic	FN00029, FN00030	Q3
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q3
		National Anthem, Flag code of India and State Emblem of India	F	Basic	To be developed	
		Project Management	F	Basic	FN00004, FN00005	Q3
		Report Writing	F	Basic	Upcoming Course	
		Training for cabinet note, EFC or office order preparation	F	Basic	FN00023	Q4
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
26	Young Professional (PSUs)	Benchmarking	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Coaching & Mentoring	F	Basic	FN00014	Q2
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Data analysis	F	Basic	FN00016	Q3
		Drafting proposals	F	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Knowledge Management	F	Basic	To be developed	
		Knowledge on Procurement and GeM	F	Basic	FN00007	Q4
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q3
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q4
		Organizational skills	F	Advanced	To be developed	
		Preparation of Annual Reports	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Procurement & Tender Writing	F	Basic	FN00008	Q2
		Promoting via Social Media	F	Basic	Upcoming Course	
		Report Writing	F	Advanced	Upcoming Course	
		Resume filtering using applicant tracking software	F	Basic	To be developed	
		Stakeholder Analysis & Management	B	Basic	BH00029	Q3
		Technical Writing	F	Advanced	To be developed	
		Training for cabinet note, EFC or office order preparation	F	Basic	FN00023	Q3
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q4
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Vacancy monitoring	F	Basic	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3

5.3.3. NPPA Voluntary Training Calendar

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
1	Advisor – Overcharging	Project Management	F	Advanced	Upcoming Course	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
		Work-Life Balance	B	Advanced	Upcoming Course	
		Report Writing	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Negotiation Skills	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
2	Advisor – Pricing	Accounting skills	F	Advanced	Upcoming Course	
		Financial Management	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Organizational skills	F	Advanced	To be developed	
		Note writing and Proposal writing	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Customer Centric	B	Basic	BH00015	Q3
		Empathy	B	Basic	BH00004	Q2
		Equity	B	Basic	BH00005, BH00006	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Preparation of Annual Reports	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Networking skills	B	Basic	To be developed	
3	All Officials	Understanding of Essential Commodities Act, 1955	D	Advanced	Learning Hour	
		Understanding of Drugs & Cosmetics Act 1940	D	Advanced	Learning Hour	
		Knowledge of Drugs & Cosmetics Rules 1945	D	Advanced	Learning Hour	
		Knowledge of Drug Policy 1986	D	Advanced	Learning Hour	
		Knowledge of Pharmaceutical Policy 2002	D	Advanced	Learning Hour	
		Understanding of National Pharmaceutical Pricing Policy 2012	D	Advanced	Learning Hour	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of DPCO	D	Advanced	Learning Hour	
		Understanding of CAPPMS	D	Advanced	Learning Hour	
		Understanding of functioning of IPDMS	D	Advanced	Learning Hour	
		Knowledge on Pharma Sahi Daam and its functioning	D	Advanced	Learning Hour	
		Knowledge on Pharma Jan Samadhan and its functioning	D	Advanced	Learning Hour	
		Knowledge of Bulk Drug Parks	D	Advanced	Learning Hour	
		Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI	D	Advanced	Learning Hour	
		Market Intelligence and suggesting solutions	F	Advanced	Learning Hour	
		Training on Data Visualizations tools such as Python/R/SPSS/etc/	F	Advanced	Learning Hour	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Indian Patents Act, IPR	F	Advanced	Upcoming Course	
		Cybersecurity	F	Advanced	Upcoming Course	
4	Assistant Director – Pricing	Knowledge of IFD Framework	F	Advanced	To be developed	
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q2
		Communication Skills	B	Advanced	BH00001	Q3
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Decision Making	B	Basic	BH00003	Q4
		Delegation	B	Basic	To be developed	
		Leadership	B	Advanced	To be developed	
		Benchmarking	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Procurement & Tender Writing	F	Advanced	To be developed	
		Project Marketing	F	Advanced	To be developed	
		Promoting via Social Media	F	Advanced	To be developed	
		Understanding of recruitment process	F	Basic	To be developed	
		Consultation & Consensus Building	B	Basic	To be developed	
		Networking skills	B	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	
5	Assistant Section Officer – Administration & IT	Knowledge of IFD Framework	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Note writing and Proposal writing	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
6	Chairman	Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Understanding of GeM Marketplace	F	Basic	FN00007	Q2
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Advanced	FN00051	Q4
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
		Conflict Solving Strategies	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Decision Making	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Project Marketing	F	Basic	To be developed	
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	
7	Consultant – Administration & IT	Coaching & Mentoring	F	Advanced	Upcoming Course	
		Financial Management	F	Advanced	Upcoming Course	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Organizational skills	F	Advanced	To be developed	
		Pension Administration	F	Advanced	Upcoming Course	
		Policy Analysis and suggest policy interventions	F	Advanced	Upcoming Course	
		Benchmarking	F	Advanced	To be developed	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Drafting proposals	F	Advanced	To be developed	
		Grant Administration & Grant Writing	F	Advanced	Upcoming Course	
		Knowledge Management	F	Advanced	To be developed	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Advanced	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	To be developed	
		Maintaining Websites	F	Advanced	To be developed	
		Promoting via Social Media	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Understanding of recruitment process	F	Advanced	To be developed	
		Vacancy monitoring	F	Advanced	To be developed	
8	Consultant – Enforcement	Accounting skills	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Budgeting	F	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	
		Financial Management	F	Advanced	Upcoming Course	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on Central Civil Conduct Code	F	Advanced	To be developed	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Policy Analysis and suggest policy interventions	F	Advanced	Upcoming Course	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q2
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Communication Skills	B	Advanced	BH00001	Q3
		Decision Making	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Problem Solving	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Work-Life Balance	B	Advanced	Upcoming Course	
		Cash Flow Management	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Purchase forecasting	F	Advanced	To be developed	
		Active Listening Skills	B	Advanced	To be developed	
		Desire for Knowledge	B	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Taking Ownership	B	Advanced	To be developed	
9	Consultant – Legal & PMRUs	Accounting skills	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Coaching & Mentoring	F	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	
		Financial Management	F	Advanced	Upcoming Course	
		Knowledge on Central Civil Conduct Code	F	Advanced	To be developed	
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Organizational skills	F	Advanced	To be developed	
		Note writing and Proposal writing	F	Advanced	To be developed	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Drafting proposals	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Grant Administration & Grant Writing	F	Advanced	Upcoming Course	
		Inventory planning	F	Advanced	To be developed	
		National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	
		Preparation of Annual Reports	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Resume filtering using applicant tracking software	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of recruitment process	F	Advanced	To be developed	
		Vacancy monitoring	F	Advanced	To be developed	
10	Consultant – Medical Devices	Data analysis	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Organizational skills	F	Advanced	To be developed	
		Policy Analysis and suggest policy interventions	F	Advanced	Upcoming Course	
		Note writing and Proposal writing	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Advanced	FN00051	Q4
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Communication Skills	B	Advanced	BH00001	Q2
		Decision Making	B	Advanced	Upcoming Course	
		Empathy	B	Advanced	Upcoming Course	
		Integrity	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Leadership	B	Advanced	To be developed	
		Motivation	B	Advanced	Upcoming Course	
		Problem Solving	B	Advanced	Upcoming Course	
		Self Confidence	B	Basic	BH00009	Q3
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Promoting via Social Media	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Active Listening Skills	B	Advanced	To be developed	
		Consultation & Consensus Building	B	Advanced	To be developed	
		Developing Others	B	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Planning & Coordination	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	
11	Consultant – Overcharging	Data analysis	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Organizational skills	F	Advanced	To be developed	
		Policy Analysis and suggest policy interventions	F	Advanced	Upcoming Course	
		Note writing and Proposal writing	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Advanced	FN00051	Q4
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Promoting via Social Media	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
12	Consultant – Pricing	Financial Management	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Organizational skills	F	Advanced	To be developed	
		Note writing and Proposal writing	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Advanced	FN00051	Q4
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Cash Flow Management	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Drafting proposals	F	Advanced	To be developed	
		Preparation of Annual Reports	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
13	DEO – Overcharging, Enforcement & Monitoring	Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q3
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q2
		Team-Working	B	Basic	BH00012, BH00013	Q3
		Grant Administration & Grant Writing	F	Advanced	Upcoming Course	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Desire for Knowledge	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Strategic thinking	B	Basic	Upcoming Course	
14	Deputy Director – Legal & PMRUs	Innovative Thinking	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Strategic thinking	F	Advanced	Upcoming Course	
15	Deputy Director – Medical Devices, Legal and IT	Accounting skills	F	Advanced	Upcoming Course	
		Coaching & Mentoring	F	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Financial Management	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Knowledge on Central Civil Conduct Code	F	Advanced	To be developed	
		Policy Analysis and suggest policy interventions	F	Advanced	Upcoming Course	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	
		Supplier relationship management	F	Advanced	To be developed	
16	Deputy Director – Overcharging	Budgeting	F	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Knowledge of IFD Framework	F	Basic	FN00002	Q3
		Organizational skills	F	Advanced	To be developed	
		Policy Analysis and suggest policy interventions	F	Advanced	Upcoming Course	
		Project Management	F	Advanced	Upcoming Course	
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Work-Life Balance	B	Basic	BH00010, BH00011	Q2
		Drafting proposals	F	Advanced	To be developed	
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Basic	To be developed	

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
17	Deputy Director – Pricing	Policy Analysis and suggest policy interventions	F	Advanced	Upcoming Course	
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Work-Life Balance	B	Basic	BH00010, BH00011	Q2
		Drafting proposals	F	Basic	FN00059, FN00070, FN00071	Q3
		Networking skills	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
18	Director – Administration & IT	Data analysis	F	Advanced	Upcoming Course	
		Understanding of GeM Marketplace	F	Basic	FN00007	Q2
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q3
		Conflict Solving Strategies	B	Basic	BH00002	Q4
		Delegation	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Work-Life Balance	B	Basic	BH00010, BH00011	Q4
		Continuous Process Improvement	F	Basic	FN00001, FN00074	Q4
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Promoting via Social Media	F	Advanced	To be developed	
		Planning & Coordination	B	Basic	To be developed	
		Strategic thinking	B	Basic	Upcoming Course	
19	Joint Director – Legal & PMRUs	Knowledge of IFD Framework	F	Basic	FN00002	Q3
		Communication Skills	B	Advanced	BH00001	Q2
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Self Management	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Inventory planning	F	Basic	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Purchase forecasting	F	Basic	To be developed	
		Supplier relationship management	F	Basic	To be developed	
		Active Listening Skills	B	Advanced	To be developed	
		Commitment to the Organization	B	Advanced	To be developed	
		Developing Others	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Organizational Awareness	B	Advanced	To be developed	
		Seeking Information	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
20	Joint Director – Overcharging	Data analysis	F	Basic	FN00016	Q3
		Decision Making	B	Basic	BH00003	Q4
		Continuous Process Improvement	F	Basic	FN00001, FN00074	Q4
		Innovative Thinking	B	Basic	To be developed	
		Strategic thinking	B	Basic	Upcoming Course	
21	Joint Director – Pricing	Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Policy Analysis and suggest policy interventions	F	Basic	FN00037, FN00038	Q2
		Note writing and Proposal writing	F	Advanced	To be developed	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Communication Skills	B	Advanced	BH00001	Q2
		Leadership	B	Advanced	To be developed	
		Motivation	B	Advanced	Upcoming Course	
		Drafting proposals	F	Advanced	To be developed	
		Networking skills	F	Basic	To be developed	
		Assertiveness	B	Advanced	To be developed	
22	Junior Statistical Officer – Overcharging	Budgeting	F	Basic	FN00011, FN00012, FN00013	Q2
		Data analysis	F	Basic	FN00016	Q3
		Financial Management	F	Basic	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on Central Civil Conduct Code	F	Basic	FN00029, FN00030	Q3
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q4
		Understanding of GeM Marketplace	F	Basic	FN00007	Q4
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q3
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Procurement & Tender Writing	F	Basic	FN00008	Q4
		Promoting via Social Media	F	Basic	To be developed	
		Understanding of recruitment process	F	Basic	To be developed	
		Vendor Management	F	Basic	FN00009	Q4
23	Member Secretary	Coaching & Mentoring	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Financial Management	F	Advanced	Upcoming Course	
		Knowledge of IFD Framework	F	Advanced	To be developed	
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Delegation	B	Advanced	To be developed	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Active Listening Skills	B	Advanced	To be developed	
		Conceptual Thinking	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
24	Principal Staff Officer – To the Chairman	Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q3
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q3
		Note writing and Proposal writing	F	Basic	To be developed	
		Communication Skills	B	Basic	Upcoming Course	
		Conflict Solving Strategies	B	Basic	BH00002	Q2
		Drafting proposals	F	Basic	FN00059, FN00070, FN00071	Q3
		Active Listening Skills	B	Basic	To be developed	
		Attention to Detail	B	Basic	To be developed	
		Organizational Awareness	B	Basic	To be developed	
25		Understanding of GeM Marketplace	F	Basic	FN00007	Q4

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
	Senior PPS – Office of Member Secretary	Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Conflict Solving Strategies	B	Basic	BH00002	Q4
		Delegation	B	Advanced	To be developed	
		Self Management	B	Basic	BH00004, BH00009	Q2
		Time Management	B	Basic	BH00014	Q2
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
		Assertiveness	B	Basic	To be developed	
		Networking skills	B	Basic	To be developed	
26	Senior Statistical Officer – Enforcement	Filing Vigilance returns	F	Basic	FN00022	Q2
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Knowledge of IFD Framework	F	Basic	FN00002	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q3
		Note writing and Proposal writing	F	Basic	To be developed	
		Understanding of GeM Marketplace	F	Basic	FN00007	Q2
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Decision Making	B	Basic	BH00003	Q3
		Result Orientation	B	Basic	BHBA0001	Q3
		Seeking Information	B	Basic	To be developed	Q3
		Work-Life Balance	B	Basic	BH00010, BH00011	Q4
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Basic	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Basic	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Basic	To be developed	
		Procurement & Tender Writing	F	Basic	FN00008	Q3
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Vendor Management	F	Basic	FN00009	Q4
		Attention to Detail	B	Basic	To be developed	
		Consultation & Consensus Building	B	Basic	To be developed	
		Initiative & Drive	B	Basic	To be developed	
		Innovative Thinking	B	Basic	To be developed	
		Negotiation Skills	B	Basic	BH00002	Q4

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Networking skills	B	Basic	To be developed	
		People First	B	Basic	To be developed	
		Strategic thinking	B	Basic	Upcoming Course	
		Taking Ownership	B	Basic	To be developed	
27	Senior Translation Officer – Administration & IT	Knowledge on Central Civil Conduct Code	F	Basic	FN00029, FN00030	Q3
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Note writing and Proposal writing	F	Basic	To be developed	
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
		Leadership	B	Basic	BH00023, BH00006	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Leadership	B	Advanced	To be developed	
		Result Orientation	B	Basic	BHBA0001	Q3
		Work-Life Balance	B	Basic	BH00010, BH00011	Q3
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Preparation of Annual Reports	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
		Planning & Coordination	B	Basic	To be developed	
		Planning & Coordination	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
28	Stenographer D - Cash, Establishment, Raj Bhasha, Administration & IT & Chairman's Office	Financial Management	F	Basic	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q2
		Note writing and Proposal writing	F	Basic	To be developed	
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Advanced	FN00051	Q4

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Customer Centric	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of recruitment process	F	Basic	To be developed	
		Networking skills	B	Advanced	To be developed	
29	Under Secretary – Administration & IT	Understanding of GeM Marketplace	F	Basic	FN00007	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
30	Young Professional – Enforcement, Legal & PMRUs, Overcharging & Pricing	Data analysis	F	Basic	FN00016	Q3
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q3
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q4
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q4
		Motivation	B	Advanced	Upcoming Course	
		Problem Solving	B	Advanced	Upcoming Course	
		Result Orientation	B	Advanced	BHBA0001	Q4
		Self Management	B	Basic	BH00004, BH00009	Q2
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge Management	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	

5.3.4. PMBI Voluntary Training Calendar

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
1	All officials	Understanding of Pradhan Mantri Bhartiya Janaushadhi Pariyojna (PMBJP)	D	Advanced	Learning Hour	
		Knowledge of requirements of hospital to be AB PM-JAY enrolled	D	Advanced	Learning Hour	
		Understanding the functioning of Sugam App	D	Advanced	Learning Hour	
		Understanding of onboarding of new Kendras and Distributors	D	Advanced	Learning Hour	
		Knowledge of pharmaceutical value chain including medicines, vaccines, API, DI	D	Advanced	Learning Hour	
		Drug Quality testing and Management	D	Advanced	Learning Hour	
2	Assistant – Finance & Accounts	Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Gender Awareness	B	Basic	BH00005, BH00019, BH00020	Q3

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	Upcoming Course	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Result Orientation	B	Advanced	To be developed	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Advanced	To be developed	
		Managing Logistics & Supply Chain	F	Advanced	To be developed	
		Pension Administration	F	Basic	FN00003	Q4
		Preparation of Annual Reports	F	Advanced	To be developed	
		Project Marketing	F	Basic	To be developed	
		Promoting via Social Media	F	Basic	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Technical Writing	F	Basic	To be developed	
		Consultation & Consensus Building	B	Basic	To be developed	
		Innovative Thinking	B	Basic	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	
		Organizational Awareness	B	Basic	To be developed	
		People First	B	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	
3	Assistant Manager – All matters with DoP	Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Data Analysis	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Knowledge of IFD Framework	F	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Motivation	B	Advanced	Upcoming Course	
		Problem Solving	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Self Management	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Work-Life Balance	B	Advanced	Upcoming Course	
		Knowledge of Public Financial Management System	F	Advanced	Upcoming Course	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Gender Awareness	B	Advanced	To be developed	
		Networking skills	B	Advanced	To be developed	
4		Organizational skills	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
	Assistant Manager – Deputed in Health Department	Data Analysis	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Communication Skills	B	Advanced	BH00001	Q3
		Motivation	B	Advanced	Upcoming Course	
		Self Awareness and Self Control	B	Advanced	Upcoming Course	
		Self Confidence	B	Advanced	Upcoming Course	
		Cash Flow Management	F	Advanced	To be developed	
		Continuous Process Improvement	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge of Public Financial Management System	F	Advanced	Upcoming Course	
		Knowledge of Public Financial Management System	F	Advanced	Upcoming Course	
		Preparation of Annual Reports	F	Advanced	To be developed	
		Procurement & Tender Writing	F	Basic	FN00008	Q2
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Equity	B	Advanced	To be developed	
5	Assistant Manager – HR, Admin & Legal	Coaching & Mentoring	F	Advanced	Upcoming Course	
		Filing Vigilance returns	F	Basic	FN00022	Q3
		Organizational skills	F	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Data Analysis	F	Advanced	Upcoming Course	
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q3
		Understanding of Office Protocols	F	Advanced	Upcoming Course	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Gender Budgeting	F	Basic	To be developed	
		Knowledge Management	F	Advanced	To be developed	
		Knowledge of Information, Education and Communication (IEC)	F	Basic	To be developed	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Maintaining Websites	F	Basic	To be developed	
		Managing Logistics & Supply Chain	F	Basic	To be developed	
		Overview of Organogram	F	Basic	To be developed	
		Preparation of Annual Reports	F	Basic	To be developed	
		Project Marketing	F	Basic	To be developed	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Purchase forecasting	F	Advanced	To be developed	
		Report Writing	F	Advanced	To be developed	
		Supplier Relationship Management	F	Advanced	To be developed	
		Team Management	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of Centre of Excellence (COE)	F	Basic	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of recruitment process	F	Advanced	To be developed	
		Vendor Management	F	Advanced	Upcoming Course	
6	Assistant Manager – IT & MIS	Data Analysis	F	Advanced	Upcoming Course	
		Project Management	F	Advanced	Upcoming Course	
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Networking skills	B	Advanced	To be developed	
7	Assistant Manager – Logistics & Supply	Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q3
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Data Analysis	F	Advanced	Upcoming Course	
		Inventory Planning	F	Basic	To be developed	
		Supplier relationship management	F	Basic	To be developed	
8	Assistant Manager – Procurement	Coaching & Mentoring	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Budgeting	F	Advanced	Upcoming Course	
		Data Analysis	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Drafting Proposals	F	Advanced	To be developed	
		Inventory Planning	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Report Writing	F	Advanced	To be developed	
		Supplier Relationship Management	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Vendor Management	F	Advanced	Upcoming Course	
9	Assistant Manager – Quality Control & Quality Assurance	Understanding of GeM Marketplace	F	Basic	FN00007	Q2
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Customer Centric	B	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Decision Making	B	Advanced	Upcoming Course	
		Empathy	B	Advanced	Upcoming Course	
		Integrity	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Motivation	B	Advanced	Upcoming Course	
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Work-Life Balance	B	Advanced	Upcoming Course	
		Continuous Process Improvement	F	Basic	FN00001, FN00074	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Drafting Proposals	F	Basic	FN00059, FN00070, FN00071	Q2
		Inventory Planning	F	Basic		
		Procurement & Tender Writing	F	Basic	FN00008	Q2
		Technical Writing	F	Basic	To be developed	
		Understanding of functioning of E-office	F	Basic	To be developed	
		Attention to Detail	B	Advanced	To be developed	
		Conceptual Thinking	B	Advanced	To be developed	
		Developing Others	B	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
10	Assistant Manager – Sales & Marketing	Organizational skills	F	Advanced	To be developed	
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Gender Awareness	B	Basic	BH00005, BH00019, BH00020	Q3
		Integrity	B	Basic	To be developed	
		Data Analysis	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	Upcoming Course	
		Communication Skills	B	Advanced	BH00001	Q4



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Problem Solving	B	Advanced	Upcoming Course	
		Team-Working	B	Advanced	Upcoming Course	
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Vendor Management	F	Advanced	Upcoming Course	
		Accountability	B	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Networking Skills	B	Basic	To be developed	
		Planning & Coordination	B	Advanced	To be developed	
11	Deputy General Manager	Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Filing Vigilance returns	F	Advanced	To be developed	
		Knowledge of IFD Framework	F	Advanced	Upcoming Course	
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Innovative Thinking	B	Advanced	To be developed	
12	Deputy Manager – IT & MIS	Maintaining Websites	F	Advanced	To be developed	
		Translate data into insights, especially those related to social conversations and to the changing consumer preferences.	F	Advanced	To be developed	
13	Deputy Manager – Logistics & Supply Chain	SAP	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Conceptual Thinking	B	Basic	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
14	Deputy Manager – Procurement	Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Result Orientation	B	Advanced	To be developed	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
		Accountability	B	Advanced	To be developed	
		Conceptual Thinking	B	Advanced	To be developed	
		Consultation & Consensus Building	B	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
15	Deputy Manager – Sales & Marketing	Knowledge on RTI resolutions	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	Upcoming Course	
		Leadership	B	Advanced	To be developed	
16	Executive - Finance & Accounts	Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Budgeting	F	Basic	FN00011, FN00012, FN00013	Q4
		Data Analysis	F	Advanced	Upcoming Course	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Team-Working	B	Advanced	Upcoming Course	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
17	Executive – Coordination	Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	Upcoming Course	
		Active Listening Skills	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Active Listening Skills	F	Advanced	To be developed	
18	Executive – Procurement	Accounting Skills	F	Basic	FN00011, FN00012, FN00013	Q4
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	Upcoming Course	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Communication Skills	B	Advanced	BH00001	Q2
		Decision Making	B	Advanced	Upcoming Course	
		Delegation	B	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Leadership	B	Advanced	To be developed	
		Motivation	B	Advanced	Upcoming Course	
		Problem Solving	B	Advanced	Upcoming Course	
		Result Orientation	B	Advanced	To be developed	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Work-Life Balance	B	Advanced	Upcoming Course	
		Drafting Proposals	F	Advanced	To be developed	
		Inventory Planning	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge Management	F	Advanced	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Project Marketing	F	Basic	To be developed	
		Purchase forecasting	F	Advanced	To be developed	
		Report Writing	F	Advanced	To be developed	
		Supplier Relationship Management	F	Advanced	To be developed	
		Team Management	F	Basic	BH00012, BH00013	Q3
		Technical Writing	F	Advanced	To be developed	
		Understanding of Centre of Excellence (COE)	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Vendor Management	F	Advanced	Upcoming Course	
		Accountability	B	Advanced	To be developed	
		Active Listening Skills	B	Advanced	To be developed	
		Attention to Detail	B	Advanced	To be developed	
		Desire for Knowledge	B	Advanced	To be developed	
		Gender Awareness	B	Advanced	To be developed	
		Initiative & Drive	B	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		People First	B	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	
19	Executive – Sales & Marketing	Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q3
		Understanding of GeM Marketplace	F	Basic	FN00007	Q2
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Data Analysis	F	Advanced	Upcoming Course	
		Communication Skills	B	Advanced	BH00001	Q4

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Ethics	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Assertiveness	B	Basic	To be developed	
		Attention to Detail	B	Advanced	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
20	General Manager	Organizational skills	F	Advanced	To be developed	
		Project Management	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Decision Making	B	Advanced	Upcoming Course	
		Leadership	B	Advanced		
		Motivation	B	Advanced	Upcoming Course	
		Managing Logistics & Supply Chain	F	Advanced	To be developed	
		Team Management	F	Advanced	Upcoming Course	
		Vendor Management	F	Advanced	Upcoming Course	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	
21	Junior Officer – IT & MIS	Project Management	F	Basic	FN00004, FN00005	Q2



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Time Management	B	Basic	BH00014	Q3
		Work-Life Balance	B	Basic	BH00010, BH00011	Q2
		Data Analysis	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Communication Skills	B	Advanced	BH00001	Q4
		Leadership	B	Advanced		
		Motivation	B	Advanced	Upcoming Course	
		Problem Solving	B	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Team-Working	B	Advanced	Upcoming Course	
		Drafting Proposals	F	Advanced	To be developed	
		Maintaining Websites	F	Basic	To be developed	
		Report Writing	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Technical Writing	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Conceptual Thinking	B	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Networking skills	B	Advanced	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	
22	Junior Officer – Media	Knowledge on RTI resolutions	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Organizational skills	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Integrity	B	Basic	To be developed	
		Result Orientation	B	Basic	To be developed	
		Stakeholder Analysis & Management	B	Basic	BH00029	Q3
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Self Confidence	B	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Work-Life Balance	B	Advanced	Upcoming Course	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Report Writing	F	Advanced	To be developed	
		Active Listening Skills	B	Advanced	To be developed	
		Assertiveness	B	Basic	To be developed	
		Attention to Detail	B	Advanced	To be developed	
		Consultation & Consensus Building	B	Basic	To be developed	
		Gender Awareness	B	Advanced	To be developed	
		Giving Feedback	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Networking skills	B	Advanced	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
		Seeking Information	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	
23	Junior Officer – Procurement	Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Budgeting	F	Basic	FN00011, FN00012, FN00013	Q4
		Financial Management	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	Upcoming Course	
		Understanding of Office Protocols	F	Advanced	Upcoming Course	
		Communication Skills	B	Advanced	BH00001	Q4
		Time Management	B	Advanced	Upcoming Course	
		Work-Life Balance	B	Advanced	Upcoming Course	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Purchase forecasting	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Vendor Management	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
24	Junior Officer – Quality Control & Quality Assurance	Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Organizational skills	F	Advanced	To be developed	
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q3
		Ethics	B	Basic	BH00017, BH00018	Q3
		Self-Awareness and Self-Control	B	Basic	BH00004, BH00009	Q3
		Work-Life Balance	B	Basic	BH00010, BH00011	Q2
		Accounting skills	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	Upcoming Course	
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Communication Skills	B	Advanced	BH00001	Q3
		Decision Making	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Motivation	B	Advanced	Upcoming Course	
		Problem Solving	B	Advanced	Upcoming Course	
		Self Confidence	B	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Inventory Planning	F	Advanced	To be developed	
		Pension Administration	F	Advanced	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Project Marketing	F	Basic	To be developed	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Vendor Management	F	Advanced	Upcoming Course	
		Active Listening Skills	B	Advanced	To be developed	
		Attention to Detail	B	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Desire for Knowledge	B	Advanced	To be developed	
		Giving Feedback	B	Basic	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Networking Skills	B	Basic	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
25	Junior Officer – Sales & Marketing	Coaching & Mentoring	F	Advanced	Upcoming Course	
		Knowledge on RTI resolutions	F	Advanced	Upcoming Course	
		Organizational skills	F	Basic	BH00007	Q3



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
		Problem Solving	B	Basic	BH00003	Q3
		Self Management	B	Basic	BH00004, BH00009	Q3
		Financial Management	F	Basic	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	Upcoming Course	
		Communication Skills	B	Advanced	BH00001	Q4



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Leadership	B	Advanced	To be developed	
		Drafting Proposals	F	Advanced	To be developed	
		Knowledge Management	F	Advanced	To be developed	
		Preparation of Annual Reports	F	Basic	To be developed	
		Report Writing	F	Advanced	To be developed	
		Team Management	F	Basic	BH00012, BH00013	Q4
		Vacancy monitoring	F	Basic	To be developed	
		Vendor Management	F	Basic	FN00009	Q2
		Vendor Management	F	Advanced	Upcoming Course	
		Organizational Awareness	B	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
26	Manager – Finance & Accounts	Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Ethics	B	Basic	BH00017, BH00018	Q4
		Accounting skills	F	Advanced	Upcoming Course	
		Financial Management	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	Upcoming Course	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Cash Flow Management	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		National Anthem, Flag code of India and State Emblem of India	F	Basic	To be developed	
		Overview of Organogram	F	Basic	To be developed	
		Preparation of Annual Reports	F	Advanced	To be developed	
		Require to participate the seminars for add value in Legal and taxation matter and current updates	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Organizational Awareness	B	Basic	To be developed	
27	Manager – HR, Admin & legal	Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
28	Manager – IT & MIS	Work-Life Balance	B	Advanced	Upcoming Course	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Gender Budgeting	F	Advanced	To be developed	
		Knowledge about Data Center establishment Guidelines for case of Agency/Undertaking.	F	Advanced	To be developed	
		Knowledge of Information, Education and Communication (IEC)	F	Advanced	To be developed	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Advanced	To be developed	
		Understanding of Centre of Excellence (COE)	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Active Listening Skills	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Desire for Knowledge	B	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
29	Manager – Procurement	Advance Contract Management, Supply chain management	F	Advanced	To be developed	
		Clinical trials, advance software for procurement, quality and supply chain management etc.	F	Advanced	To be developed	
30	Manager – Quality Control & Quality Assurance	Data analysis	F	Basic	FN00016	Q3
		Understanding of GeM Marketplace	F	Basic	FN00007	Q3
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
31	Manager – Sales & Marketing	Budgeting	F	Basic	FN00011, FN00012, FN00013	Q3
		Knowledge of IFD Framework	F	Basic	FN00002	Q3
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q3
		Understanding of GeM Marketplace	F	Basic	FN00007	Q3
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Stakeholder Analysis & Management	B	Basic	BH00029	Q3
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Empathy	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Integrity	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Self Management	B	Advanced	Upcoming Course	
		Team-Working	B	Advanced	Upcoming Course	
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	
		Promoting via Social Media	F	Basic	Upcoming Course	
		Understanding of functioning of E-office	F	Basic	To be developed	
		Active Listening Skills	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Conceptual Thinking	B	Basic	To be developed	
		Conceptual Thinking	B	Advanced	To be developed	
		Consultation & Consensus Building	B	Advanced	To be developed	
		Developing Others	B	Basic	To be developed	
		Gender Awareness	B	Advanced	To be developed	
		Giving Feedback	B	Advanced	To be developed	
		Networking skills	B	Advanced	To be developed	
		Seeking Information	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
32	Marketing Officer - Sales & Marketing	Project Management	F	Basic	FN00004, FN00005	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of GeM Marketplace	F	Basic	FN00007	Q3
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Self Management	B	Basic	BH00004, BH00009	Q3
		Stakeholder Analysis & Management	B	Basic	BH00029	Q3
		Time Management	B	Basic	BH00014	Q3
		Team-Working	B	Advanced	Upcoming Course	
		Knowledge of Information, Education and Communication (IEC)	F	Advanced	To be developed	
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Managing Logistics & Supply Chain	F	Advanced	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of functioning of E-office	F	Basic	To be developed	
		Vendor Management	F	Advanced	Upcoming Course	
		Consultation & Consensus Building	B	Advanced	To be developed	
		Gender Awareness	B	Advanced	To be developed	
		Networking Skills	B	Basic	To be developed	
		Planning & Coordination	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	
33	Nodal Officer – Sales & Marketing	Project Management	F	Advanced	Upcoming Course	
		Communication Skills	B	Advanced	BH00001	Q4

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Problem Solving	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Inventory Planning	F	Advanced	To be developed	
		Knowledge Management	F	Advanced	To be developed	
		Purchase forecasting	F	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	
		Taking Ownership	B	Advanced	To be developed	
34	Pharmacist - Sales & Marketing	Understanding of GeM Marketplace	F	Basic	FN00007	Q4
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Ethics	B	Basic	BH00017, BH00018	Q4

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Gender Awareness	B	Basic	BH00005, BH00019, BH00020	Q3
		Work-Life Balance	B	Basic	BH00010, BH00011	Q2
		Motivation	B	Advanced	Upcoming Course	
		Team-Working	B	Advanced	Upcoming Course	
		Inventory Planning	F	Basic	To be developed	
		Organizational Awareness	B	Basic	To be developed	
35	Senior Executive – (QC & QA)	Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Data Analysis	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of Office Protocols	F	Advanced	Upcoming Course	
		Empathy	B	Advanced	Upcoming Course	
		Result Orientation	B	Advanced	To be developed	
		National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	
		Overview of Organogram	F	Advanced	To be developed	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Report Writing	F	Advanced	To be developed	
		Vendor Management	F	Advanced	Upcoming Course	
		Accountability	B	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Consultation & Consensus Building	B	Advanced	To be developed	
		Equity	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
36	Senior Executive – Finance & Accounts	Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Accounting skills	F	Advanced	Upcoming Course	
		Financial Management	F	Advanced	Upcoming Course	
		Accountability	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
37	Senior Executive – IT & MIS	Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q4
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	Upcoming Course	
		Communication Skills	B	Advanced	BH00001	Q4
		Knowledge of Information, Education and Communication (IEC)	F	Advanced	To be developed	
		SAP	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Active Listening Skills	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
38	Senior Executive – Procurement	Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q4
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q4
		Organizational skills	F	Advanced	To be developed	
		Understanding of GeM Marketplace	F	Basic	FN00007	Q4

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Working with MS Office	F	Advanced	FN00052, FN00056, FN00057, FN00058	Q2
		Data Analysis	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	Upcoming Course	
		Understanding of Office Protocols	F	Advanced	Upcoming Course	
		Communication Skills	B	Advanced	BH00001	Q4
		Decision Making	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Problem Solving	B	Advanced	Upcoming Course	
		Result Orientation	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Work-Life Balance	B	Advanced	Upcoming Course	
		Drafting Proposals	F	Advanced	To be developed	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Basic	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Report Writing	F	Advanced	To be developed	
		Vendor Management	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Conceptual Thinking	B	Advanced	To be developed	
		Desire for Knowledge	B	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Planning & Coordination	B	Advanced	To be developed	
39	Senior Executive – Sales & Marketing	Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q4
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q4
		Understanding of GeM Marketplace	F	Basic	FN00007	Q4
		Empathy	B	Basic	BH00004	Q2



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Result Orientation	B	Basic	To be developed	
		Knowledge of Public Financial Management System	F	Basic	To be developed	
		Procurement & Tender Writing	F	Basic	FN00008	Q2
		Understanding of functioning of E-office	F	Basic	To be developed	
		Accountability	B	Basic	To be developed	
		Consultation & Consensus Building	B	Basic	To be developed	
		Equity	B	Basic	BH00005, BH00006	Q4
		Negotiation Skills	B	Basic	BH00002	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
40	Senior Marketing Officer - Sales & Marketing	Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q4
		Decision Making	B	Basic	BH00003	Q4
		Time Management	B	Basic	BH00014	Q4
		Knowledge of IFD Framework	F	Advanced	Upcoming Course	
		Customer Centric	B	Advanced	To be developed	
		Result Orientation	B	Advanced	To be developed	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Drafting Proposals	F	Basic	FN00059, FN00070, FN00071	Q3
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Basic	To be developed	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Basic	To be developed	
		Overview of Organogram	F	Basic	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Promoting via Social Media	F	Advanced	Upcoming Course	
		Vacancy monitoring & Recruitment	F	Advanced	To be developed	
		Desire for Knowledge	B	Advanced	To be developed	
		Giving Feedback	B	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Innovative Thinking	B	Advanced	To be developed	
41	Senior Pharmacist - Sales & Marketing	Accounting Skills	F	Basic	FN00011, FN00012, FN00013	Q3
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q3
		Knowledge on RTI resolutions	F	Basic	FN00031, FN00032, FN00033, FN00034	Q3
		Understanding of General Financial Rules, 2017	F	Basic	Upcoming Course	
		Communication Skills	B	Advanced	BH00001	Q3
		Decision Making	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Inventory Planning	F	Advanced	To be developed	
		Gender Awareness	B	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	

5.3.5. NIPERs Voluntary Training Calendar

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
1	Accountant	Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q2
		Budgeting	F	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Financial Management	F	Advanced	To be developed	
		Integrity	B	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Active Listening Skills	B	Advanced	To be developed	
		Cash Flow Management	F	Advanced	To be developed	
		Developing Others	B	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
		People First	B	Advanced	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
2	Accountant – Bills processing	Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Leadership	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Organizational Awareness	B	Advanced	To be developed	
		Seeking Information	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Taking Ownership	B	Advanced	To be developed	
3	Administration Staff	Budgeting	F	Basic	FN00011, FN00012, FN00013	Q2
4	Administration staff	Data analysis	F	Basic	FN00016	Q2
5	Administration Staff	Filing Vigilance returns	F	Basic	FN00022	Q3
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q2
6	Administration staff	Organizational skills	F	Basic	FCBA0059	Q3
7	Administration Staff	Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q2

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
8	Administration staff	Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q3
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
9	Administration Staff	Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
10	Administration staff	Communication Skills (Articulation: How to approach industry)	B	Advanced	BH00001	Q2
11	Administration Staff	Conflict Solving Strategies	B	Advanced	Upcoming Course	
12	Administration staff	Decision Making	B	Advanced	Upcoming Course	
		Financial Management	F	Basic	To be developed	

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
13	Administration Staff	Financial Management	F	Advanced	To be developed	
		Knowledge on Central Civil Conduct Code	F	Advanced	Upcoming Course	Q4
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Problem Solving	B	Advanced	Upcoming Course	
14	Administration staff	Stakeholder Analysis & Management	B	Advanced	Upcoming Course	Q4
		Team-Working	B	Advanced	Upcoming Course	
15	Administration Staff	Time Management	B	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Advanced	FN00051	Q2
16	Administration staff	Active Listening Skills	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Attention to Detail	B	Advanced	To be developed	
		Cash Flow Management	F	Basic	To be developed	
17	Administration Staff	Conceptual Thinking	B	Advanced	To be developed	
		Consultation & Consensus Building	B	Advanced	To be developed	
18	Administration staff	Continuous Process Improvement	F	Basic	FN00001, FN00074	Q4
19	Administration Staff	Drafting proposals	F	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
20	Administration staff	Innovative Thinking	B	Advanced	To be developed	
		Knowledge Management	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
21	Administration Staff	Knowledge on matters related to Information, Education and Communication (IEC)	F	Basic	To be developed	
22	Administration staff	Leadership	B	Advanced	To be developed	
23	Administration Staff	Negotiation Skills	B	Advanced	Upcoming Course	
24	Administration staff	Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	
25	Administration Staff	National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	
		Overview of Organogram	F	Advanced	To be developed	
26	Administration staff	Planning & Coordination	B	Advanced	To be developed	
27	Administration Staff	Procurement & Tender Writing	F	Advanced	To be developed	

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Report Writing	F	Advanced	Upcoming Course	
28	Administration staff	Result Orientation	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
29	Administration Staff	Supplier relationship management	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Understanding of recruitment process	F	Advanced	To be developed	
		Vendor Management	F	Basic	FN00009	Q4
30	Administrative Staff – Administration, Stores, Finance, etc.	Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
		Communication Skills (Articulation: How to approach industry)	B	Advanced	BH00001	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Delegation	B	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on Central Civil Conduct Code	F	Advanced	Upcoming Course	Q4
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q2
		Overview of Organogram	F	Basic	To be developed	
		Self Management	B	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	
		National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
31	Administrative Staff – Fund management, GeM, Supervision of guest House, secretarial assistance to director, etc.	Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q2
		Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Integrity	B	Advanced	To be developed	
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Problem Solving	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Time Management	B	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
		Understanding of recruitment process	F	Advanced	To be developed	
		Vacancy Monitoring	F	Advanced	To be developed	
32	Administrative Staff – Process of Indent, Procurement through GeM, etc.	Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049,	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
					FN00050, FN00008	
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
		Communication Skills (Articulation: How to approach industry)	B	Advanced	BH00001	Q2
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Problem Solving	B	Advanced	Upcoming Course	
		Self Confidence	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of Office Protocols	F	Advanced	FN00051	Q2
		Work-Life Balance	B	Advanced	Upcoming Course	
		Commitment to the Organization	B	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Initiative & Drive	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Negotiation Skills	B	Basic	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Purchase forecasting	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
33	All officials	Knowledge of NIPER Act	D	Advanced	Learning Hour	
		Understanding of emerging technologies in drug manufacturing and dosage formulation	D	Advanced	Learning Hour	
		Understanding of Pharmaceutical Analysis	D	Advanced	Learning Hour	
		Knowledge of Natural Products	D	Advanced	Learning Hour	
		Understanding of functioning of Centre for Infectious Diseases	D	Advanced	Learning Hour	
		Understanding of functioning of National Toxicology Centre	D	Advanced	Learning Hour	
		Advancements in emerging technologies and technologies that are relevant	D	Advanced	Learning Hour	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		for pharmaceutical research E.g., 3D bio printing, Six-sigma in pharma				
		Knowledge of Medicinal Chemistry	D	Advanced	Learning Hour	
		Understanding of broad functions of Department of Biotechnology	D	Advanced	Learning Hour	
		Knowledge of Pharmacoinformatics	D	Advanced	Learning Hour	
		Quantum Chemistry, Quantum Physics and Quantum Computing	D	Advanced	Learning Hour	
		Knowledge on Bio equivalency tests	D	Advanced	Learning Hour	
		Focus on Clinical Research	D	Advanced	Learning Hour	
		More Knowledge of Medical Devices	D	Advanced	Learning Hour	
		Industry Linkage for research	D	Advanced	Learning Hour	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
34	Assistant Professor	Knowledge on Central Civil Conduct Code	F	Advanced	Upcoming Course	Q4
		Self Confidence	B	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Inventory planning	F	Basic	To be developed	
		Knowledge Management	F	Basic	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	To be developed	
		Maintaining Laboratories	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Negotiation Skills	B	Basic	To be developed	
		Networking skills	B	Basic	To be developed	
		Organizational Awareness	B	Basic	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Seeking Information	B	Advanced	To be developed	
		Technical Writing	F	Basic	To be developed	
35	Assistant Professor – Teaching, Research and Administration Work	Accounting skills	F	Basic	FN00011, FN00012, FN00013	Q2
		Delegation	B	Basic	To be developed	
		Gender Awareness	B	Basic	BHBA0011, BHBA0007, BHBA0006	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on Central Civil Conduct Code	F	Basic	FN00029, FN00030	Q3
		Leadership	B	Basic	BHBA0004, BHBA0001	
		Self-Awareness and Self-Control	B	Basic	BH00004, BH00009	Q3
		Understanding of GeM Marketplace	F	Basic	FN00007	Q3
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q3
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
		Decision Making	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Financial Management	F	Basic	To be developed	
		Integrity	B	Advanced	To be developed	
		Project Management	F	Advanced	Upcoming Course	
		Active Listening Skills	B	Advanced	To be developed	
		Cash Flow Management	F	Advanced	To be developed	
		Developing Others	B	Advanced	To be developed	
		Drafting proposals	F	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Organizational Awareness	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	
		People First	B	Advanced	To be developed	
		Procurement & Tender Writing	F	Basic	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
36	Assistant Professor – Teaching, Research, Mentoring, Administrative	Empathy	B	Basic	BH00004	Q4
		Gender Awareness	B	Basic	BHBA0011, BHBA0007, BHBA0006	
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q2
		Understanding of GeM Marketplace	F	Basic	FN00007	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Work-Life Balance	B	Basic	BH00010, BH00011	Q2
		Communication Skills (Articulation: How to approach industry)	B	Advanced	BH00001	Q2
		Decision Making	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Project Management	F	Advanced	Upcoming Course	
		Self Confidence	B	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Commitment to the Organization	B	Basic	To be developed	
		Understanding of recruitment process	F	Basic	To be developed	
		Assertiveness	B	Advanced	To be developed	
		Benchmarking	F	Advanced	To be developed	
		Cash Flow Management	F	Advanced	To be developed	
		Conceptual Thinking	B	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Giving Feedback	B	Advanced	To be developed	
		Knowledge Management	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Basic	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Organizational Awareness	B	Advanced	To be developed	
		National Anthem, Flag code of India and State Emblem of India	F	Basic	To be developed	
		Result Orientation	B	Advanced	To be developed	
		Seeking Information	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Basic	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
37	Assistant Professor (Teaching & Research) – Administrative activities	Communication Skills (Articulation: How to approach industry)	B	Basic	Upcoming Course	
		Conflict Solving Strategies	B	Basic	BH00002	Q3
		Problem Solving	B	Basic	BH00003	Q4
		Understanding of GeM Marketplace	F	Basic	FN00007	Q2
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q3
		Drafting proposals	F	Advanced	To be developed	
		Team Management	B	Basic	BH00012, BH00013	Q2
38	Assistant Professor (Teaching & Research) – Placement of Students	Motivation	B	Advanced	Upcoming Course	
		Project Management	F	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Innovative Thinking	B	Advanced	To be developed	
		Team Management	B	Advanced	Upcoming Course	
39	Assistant Registrar - Academic & Examination	Data analysis	F	Basic	FN00016	Q2
		Time Management	B	Basic	BH00014	Q2
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Work-Life Balance	B	Basic	BH00010, BH00011	Q2
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	Q4
		Understanding of Office Protocols	F	Advanced	FN00051	Q2
		Consultation & Consensus Building	B	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Basic	To be developed	
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Basic	To be developed	
		Networking skills	B	Advanced	To be developed	
		Procurement & Tender Writing	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Purchase forecasting	F	Advanced	To be developed	
40	Associate Professor	Understanding of GeM Marketplace	F	Basic	FN00007	Q2
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q3
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
		Data analysis	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Ethics	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Filing Vigilance returns	F	Advanced	To be developed	
		Integrity	B	Advanced	To be developed	
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q2
		Self Confidence	B	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Benchmarking	F	Advanced	To be developed	
		Cash Flow Management	F	Advanced	To be developed	
		Conceptual Thinking	B	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Drafting proposals	F	Advanced	To be developed	
		Drafting proposals	F	Advanced	To be developed	
		Drafting proposals	F	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Basic	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	To be developed	
		Maintaining Laboratories	F	Advanced	To be developed	
		Maintaining Library & Information Centre	F	Advanced	To be developed	
		Negotiation Skills	B	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Project Marketing	F	Advanced	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Resume filtering using applicant tracking software	F	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Basic	To be developed	
		Team Management	B	Basic	BH00012, BH00013	Q2
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
41	Associate Professor – Overall department activities	Budgeting	F	Basic	FN00011, FN00012, FN00013	Q3
		Delegation	B	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Filing Vigilance returns	F	Basic	FN00022	Q3
		Stakeholder Analysis & Management	B	Basic	BH00029	Q3
		Understanding of GeM Marketplace	F	Basic	FN00007	Q4
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q4
		Stress management	B	Basic	BH00010, BH00011	Q3
		Cash Flow Management	F	Basic	To be developed	
		Consultation & Consensus Building	B	Basic	To be developed	
		Customer Centric	B	Basic	BH00015	Q3
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Maintaining Websites	F	Basic	To be developed	
		People First	B	Basic	To be developed	
		Spending Assessment	F	Basic	To be developed	
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
42	Associate Professor – Teaching & Research	Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Empathy	B	Advanced	Upcoming Course	
		Motivation	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Self Confidence	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Work-Life Balance	B	Advanced	Upcoming Course	
		Active Listening Skills	B	Advanced	To be developed	
		Conceptual Thinking	B	Advanced	To be developed	
		Customer Centric	B	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Innovative Thinking	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Maintaining Laboratories	F	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Report Writing	F	Advanced	Upcoming Course	
		Strategic thinking	B	Basic	Upcoming Course	
		Strategic thinking	B	Advanced	Upcoming Course	
		Technical Writing	F	Basic	To be developed	

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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
43	Dean/ Head of the Department/ Professor	Work-Life Balance	B	Basic	BH00010, BH00011	Q2
		Empathy	B	Advanced	Upcoming Course	
		Integrity	B	Advanced	To be developed	
		Commitment to the Organization	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Networking skills	B	Advanced	To be developed	
		R&D Administration	F	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Team Building	B	Advanced	Upcoming Course	
44	Dean/ Head of the Department/ Professor - Administration, Research and Teaching	Accounting skills	F	Basic	FN00011, FN00012, FN00013	Q2
		Budgeting	F	Basic	FN00011, FN00012, FN00013	Q2
		Filing Vigilance returns	F	Basic	FN00022	Q3
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q3
		Understanding of GeM Marketplace	F	Basic	FN00007	Q4
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q2
		Financial Management	F	Basic	To be developed	
		Cash Flow Management	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Basic	To be developed	
		Maintaining Websites	F	Basic	To be developed	
		Procurement & Tender Writing	F	Basic	To be developed	
		Purchase forecasting	F	Basic	To be developed	
		Spending Assessment	F	Basic	To be developed	
45	Dean/ Head of the Department/ Professor - Pharmaceutics and Medicinal Chemistry	Accounting skills	F	Basic	FN00011, FN00012, FN00013	Q2
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q2
		Working with MS Office	F	Basic	FN00053, FN00054, FN00054	Q2
		Ethics	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q2
		Problem Solving	B	Advanced	Upcoming Course	
		Innovative Thinking	B	Advanced	To be developed	
		Negotiation Skills	B	Basic	To be developed	
		Networking skills	B	Advanced	To be developed	
46	Director	Conflict Solving Strategies	B	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	
		Decision Making	B	Advanced	Upcoming Course	
		Organizational skills	F	Advanced	To be developed	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	Q4



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Benchmarking	F	Advanced	To be developed	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Advanced	To be developed	
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Advanced	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	To be developed	
		Networking skills	B	Advanced	To be developed	
		Planning & Coordination	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
47	Library Information Officer	Budgeting	F	Basic	FN00011, FN00012, FN00013	Q2
		Conflict Solving Strategies	B	Basic	BH00002	Q3
		Data analysis	F	Basic	FN00016	Q2
		Delegation	B	Basic	To be developed	
		Gender Awareness	B	Basic	BHBA0011, BHBA0007, BHBA0006	
		Knowledge of taxation of products, GST and customs duty	F	Basic	FN00027, FN00028	Q2
		Leadership	B	Basic	BHBA0004, BHBA0001	
		Leadership	B	Basic	BHBA0004, BHBA0001	
		Problem Solving	B	Basic	BH00003	Q4
		Self Management	B	Basic	BH00004, BH00009	Q3



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Self-Awareness and Self-Control	B	Basic	BH00004, BH00009	Q3
		Stakeholder Analysis & Management	B	Basic	BH00029	Q3
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q4



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
		Budgeting	F	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Financial Management	F	Basic	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on Central Civil Conduct Code	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Organizational skills	F	Advanced	To be developed	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Understanding of Office Protocols	F	Advanced	FN00051	Q2
		Consultation & Consensus Building	B	Basic	To be developed	
		Continuous Process Improvement	F	Advanced	Upcoming Course	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Inventory planning	F	Basic	To be developed	
		Knowledge Management	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Knowledge Management	F	Advanced	To be developed	
		Maintaining Library & Information Centre	F	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Basic	To be developed	
		National Anthem, Flag code of India and State Emblem of India	F	Advanced	To be developed	
		Overview of Organogram	F	Advanced	To be developed	
		Purchase forecasting	F	Basic	To be developed	
		Report Writing	F	Advanced	Upcoming Course	
		Spending Assessment	F	Basic	To be developed	
		Strategic thinking	B	Basic	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Supplier relationship management	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Vendor Management	F	Advanced	To be developed	
48	Registrar	Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q2
		Accounting skills	F	Advanced	To be developed	
		Budgeting	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Financial Management	F	Advanced	To be developed	
		Knowledge of taxation of products, GST and customs duty	F	Advanced	Upcoming Course	
		Knowledge on Central Civil Conduct Code	F	Advanced	Upcoming Course	Q4
		Organizational skills	F	Advanced	To be developed	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Knowledge on matters related to Information, Education and Communication (IEC)	F	Advanced	To be developed	
		Knowledge on matters related to international cooperation involving MoUs, JWG, FTAs	F	Advanced	To be developed	
		Maintaining Laboratories	F	Advanced	To be developed	
		Maintaining Library & Information Centre	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Procurement & Tender Writing	F	Advanced	To be developed	
		Purchase forecasting	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
49	Scientist	Knowledge on Central Civil Conduct Code	F	Basic	FN00029, FN00030	Q3
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Decision Making	B	Advanced	Upcoming Course	
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Self Confidence	B	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	
		Self-Awareness and Self-Control	B	Advanced	Upcoming Course	
		Team-Working	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	
		Understanding of General Financial Rules, 2017	F	Advanced	To be developed	
		Work-Life Balance	B	Advanced	Upcoming Course	
		Innovative Thinking	B	Advanced	To be developed	
		Maintaining Laboratories	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Organizational Awareness	B	Advanced	To be developed	
		Procurement & Tender Writing	F	Basic	To be developed	
		Taking Ownership	B	Advanced	To be developed	
		Technical Writing	F	Basic	To be developed	
50	Scientist – Operation and analysis of data from high end instruments, assist faculty, etc.	Ethics	B	Basic	BH00017, BH00018	Q3
		Understanding of GeM Marketplace	F	Basic	FN00007	Q2
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
		Communication Skills (Articulation: How to approach industry)	B	Advanced	BH00001	Q2
		Empathy	B	Advanced	Upcoming Course	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Empathy	B	Advanced	Upcoming Course	
		Integrity	B	Advanced	To be developed	
		Integrity	B	Advanced	To be developed	
		Knowledge on Raj Bhasha	F	Advanced	To be developed	
		Motivation	B	Advanced	Upcoming Course	
		Problem Solving	B	Advanced	Upcoming Course	
		Self Confidence	B	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	
		Time Management	B	Advanced	Upcoming Course	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Work-Life Balance	B	Advanced	Upcoming Course	
		Active Listening Skills	B	Advanced	To be developed	
		Commitment to the Organization	B	Advanced	To be developed	
		Commitment to the Organization	B	Advanced	To be developed	
		Desire for Knowledge	B	Advanced	To be developed	
		Initiative & Drive	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Leadership	B	Advanced	To be developed	
		Negotiation Skills	B	Advanced	Upcoming Course	
		Networking skills	B	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Planning & Coordination	B	Advanced	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	
		Team Building	B	Advanced	Upcoming Course	
		Technical Writing	F	Advanced	To be developed	
51	Scientist – Scientific Research & Teaching	Organizational skills	F	Basic	FCBA0059	Q3
		Project Management	F	Basic	FCBA0044, FCBA0045	
		Result Orientation	B	Basic	BHBA0001	
		Self-Awareness and Self-Control	B	Basic	BH00004, BH00009	Q3
		Understanding of GeM Marketplace	F	Basic	FN00007	Q3

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Budgeting	F	Advanced	Upcoming Course	
		Data analysis	F	Advanced	Upcoming Course	
		Giving Feedback	B	Basic	To be developed	
		Drafting proposals	F	Advanced	To be developed	
		Networking skills	B	Basic	To be developed	
		Project Marketing	F	Basic	To be developed	
		Strategic thinking	B	Basic	Upcoming Course	
		Technical Writing	F	Basic	To be developed	
		Technical Writing	F	Advanced	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
52	Scientist – Vitro facility, chemical analysis, characterization of molecules	Budgeting	F	Basic	FN00011, FN00012, FN00013	Q4
		Knowledge on Central Civil Conduct Code	F	Basic	FN00029, FN00030	Q3
		Understanding of GeM Marketplace	F	Basic	FN00007	Q4
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q4
		Understanding of Office Protocols	F	Basic	Upcoming Course	
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Inventory planning	F	Basic	To be developed	
		National Anthem, Flag code of India and State Emblem of India	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Procurement & Tender Writing	F	Basic	To be developed	
		Report Writing	F	Basic	Upcoming Course	
		Spending Assessment	F	Basic	To be developed	
		Understanding of functioning of E-office	F	Basic	Upcoming Course	
53	Technical Staff	Knowledge on Central Civil Conduct Code	F	Basic	FN00029, FN00030	Q3
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q2
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
		Time Management	B	Advanced	Upcoming Course	
		Work-Life Balance	B	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Advanced	To be developed	
		Maintaining a computer centre	F	Advanced	To be developed	
		Maintaining Library & Information Centre	F	Advanced	To be developed	
		Maintaining Websites	F	Advanced	To be developed	
		Technical Writing	F	Advanced	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
54	Technical Staff – Data centre	Budgeting	F	Basic	FN00011, FN00012, FN00013	Q2
		Knowledge on Central Civil Conduct Code	F	Basic	FN00029, FN00030	Q3
		Project Management	F	Basic	FCBA0044, FCBA0045	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Self Management	B	Basic	BH00004, BH00009	Q3
		Understanding of GeM Marketplace	F	Advanced	FN00043, FN00044, FN00045, FN00046, FN00047, FN00048, FN00049, FN00050, FN00008	Q3
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q4
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2
		Work-Life Balance	B	Basic	BH00010, BH00011	Q2
		Data analysis	F	Advanced	Upcoming Course	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Decision Making	B	Advanced	Upcoming Course	
		Ethics	B	Advanced	Upcoming Course	
		Integrity	B	Advanced	To be developed	
		Stakeholder Analysis & Management	B	Advanced	Upcoming Course	
		Understanding of Office Protocols	F	Advanced	FN00051	Q2
		Commitment to the Organization	B	Basic	To be developed	
		Active Listening Skills	B	Advanced	To be developed	
		Developing Others	B	Advanced	To be developed	
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Innovative Thinking	B	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Inventory planning	F	Basic	To be developed	
		Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	F	Advanced	To be developed	
		Maintaining a computer centre	F	Advanced	To be developed	
		Maintaining Library & Information Centre	F	Basic	To be developed	
		Maintaining Websites	F	Advanced	To be developed	
		Networking skills	B	Advanced	To be developed	
		Organizational Awareness	B	Advanced	To be developed	
		People First	B	Advanced	To be developed	
		Procurement & Tender Writing	F	Advanced	To be developed	
		Project Marketing	F	Basic	To be developed	

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Purchase forecasting	F	Basic	To be developed	
		Strategic thinking	B	Advanced	Upcoming Course	
		Technical Writing	F	Basic	To be developed	
		Understanding of functioning of E-office	F	Advanced	Upcoming Course	
		Vendor Management	F	Advanced	To be developed	
55	Technical Staff (Labs) – Guiding Students, Maintaining records	Ethics	B	Basic	BH00017, BH00018	Q3
		Problem Solving	B	Basic	BH00003	Q4
		Understanding of General Financial Rules, 2017	F	Basic	FN00002	Q2
		Working with MS Office	F	Advanced	FN00053, FN00054, FN00054	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Data analysis	F	Advanced	Upcoming Course	
		Knowledge on Raj Bhasha	F	Basic	FN00041	Q2
		Self Confidence	B	Advanced	Upcoming Course	
		Self Management	B	Advanced	Upcoming Course	
		Understanding of Office Protocols	F	Advanced	FN00051	Q2
		Accountability	B	Basic	To be developed	
		Active Listening Skills	B	Advanced	To be developed	
		Conceptual Thinking	B	Basic	To be developed	
		Desire for Knowledge	B	Advanced	To be developed	
		Drafting proposals	F	Basic	FN00059, FN00070, FN00071	Q2

Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Functioning of NIC applications- email, messenger, cloud storage and others	F	Basic	To be developed	
		Inventory planning	F	Basic	To be developed	
		Maintaining Laboratories	F	Advanced	To be developed	
		Organizational Awareness	B	Basic	To be developed	
		Report Writing	F	Basic	Upcoming Course	
		Seeking Information	B	Advanced	To be developed	
		Strategic thinking	B	Basic	Upcoming Course	
		Taking Ownership	B	Advanced	To be developed	
		Technical Writing	F	Advanced	To be developed	



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Sl. No.	Designation and Vertical	Competency	Type	Level	Course Code	When
		Understanding of functioning of E-office	F	Basic	Upcoming Course	



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