CAPACITY BUILDING COMMISSION

Department of Official Language

Draft Annual Capacity Building Plan

May 2023

About the Programme

Mission Karmayogi was launched by Government of India in September 2020 as a **National Programme for Civil Services Capacity Building (NPCSCB)**. It aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. A key component of NPCSCB is **Capacity Building Commission (CBC)**.

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

As part of its mandate, CBC facilitate the preparation of **Annual Capacity Building Plan (ACBP)** for participating Ministries / Departments / Organizations (MDOs). ACBP is a document which entails Specific, Measurable, Attainable, Realistic and Time-bound capacity building interventions of the department.

About the Department

The Department of Official Language (DoL) deals with the implementation of the provisions of the Constitution relating to official languages and the provisions of the Official Languages Act, 1963.

About Report

This document details out the department's vision, mission, and goals along with baselining department's capacity-building needs and plans.

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Abbreviations

NPCSCB	National Program for Civil Services Capacity Building
CBC	Capacity Building Commission
CBU	Capacity Building Unit
ACBP	Annual Capacity Building Plan
MDOs	Ministries / Departments / Organizations
SPV	Special Purpose Vehicle
iGOT	Integrated Government Online Training
FRAC	Framework for Roles Activities & Competencies
DoPT	Department of Personnel and Training
IT	Information Technology
R&D	Research and Development
MoU	Memorandum of Understanding
CSR	Corporate Social Responsibility
PMO	Prime Minister's Office
HPC	High Powered Committee
CVC	Central Vigilance Commission
GeM	Government e-Market Place
COS	Committee of Secretaries
PIB	Press Information Bureau
DOL	Department of Official Languages
TOLICS	Town Official Languages Implementation Centers
CPOL	Committee & Parliament on Official Languages
CHIT	Central Hindi Training Institutes
CTB	Central Translation Bureau
KHS	Kendriya Hindi Samitis
HSS	Hindi Salahkar Samitis
HTS	Hindi Teaching Scheme
RIO	Regional Implementation Offices
PCC	Parliament Consultative Committee
CSOLS	Central Secretariat Official Language Service
ICMIS	Integrated Cooperative Management Information System
LIMBS	Legal Information Management and Briefing System
RRA	Regional Rajbhasha Awards
RKA	Regional Kirti Awards
RGA	Rajbhasha Gaurav Awards
PSUs	Public Sector Undertakings
HSS	Hindi Shabd Sindhu

1. Project Background

1.1 Mission Karmayogi

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

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

The framework for implementation and monitoring of the program would involve the following:

- **Prime Minister's Human Resource Council (PMHRC):** Apex body for the program

- **Cabinet Secretariat Coordination Unit:** Under the apex body, the unit shall monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans

- **Capacity Building Commission:** The commission is setup for functional supervision of training institutions and facilitate in preparation of the annual capacity building plans (ACBP)

- **Karmayogi SPV (Special Purpose Vehicle):** The SPV shall operate the digital assets created for NPCSCB on behalf of the Government of India that owns and operates iGOT Karmayogi platform.

- **iGOT (Integrated Government Online Training):** It helps in instituting the shift from Rule to Role basis with the indigenous competency framework - FRAC, linked to personnel efficacy success.

Figure 1: Framework for implementation & monitoring

FRAC stands for Framework for Roles Activities & Competencies. For each unique position in Government, FRAC defines the Roles, Activities, and Competencies needed by an individual for effective performance.
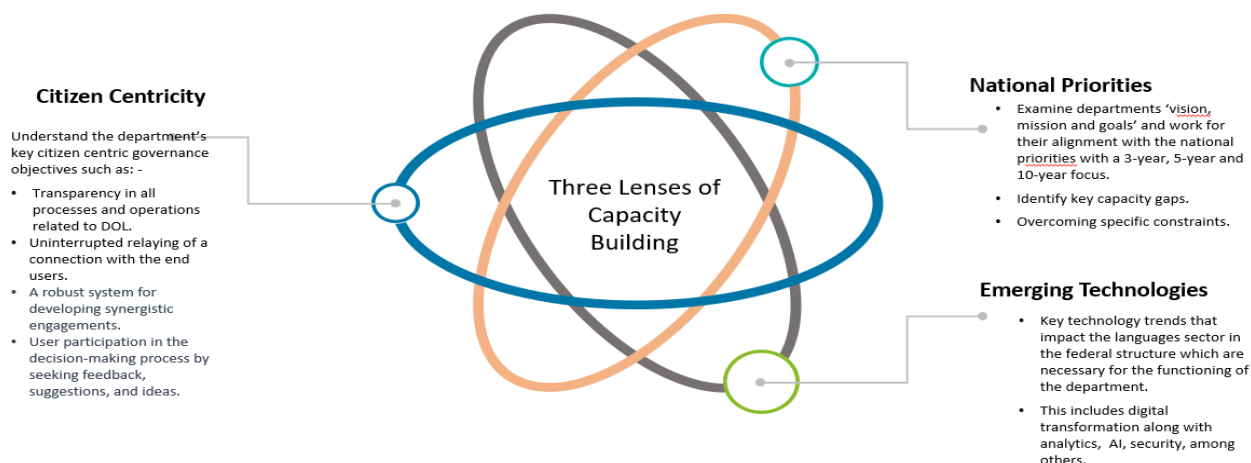
1.2 Capacity Building Commission (CBC)

A key component of National Programme for Civil Services Capacity Building (NPCSCB) is the Capacity Building Commission (CBC). CBC was notified on 1st April 2021 wide Gazette notification F. No. T-16017/09/2020-iGOT issued by Department of Personnel and Training (DoPT). The Commission will have the responsibility of, inter-alia, coordinating the preparation of annual capacity building plans, undertake monitoring and evaluation of plan implementation and facilitate creation of shared resources amongst Training Institutions imparting training to civil servants. The core purpose of the Commission is to build a learning culture and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to perform different key functions. To facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs) and submit the collated Plans for approval to the Prime Minister's Public Human Resource Council (PMHRC) is one of the key functions. The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

1.3 Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) will facilitate the preparation of ACBPs for participating MDOs. CBC defines capacity building as a process to build, develop, and enhance capability, skill, competence, efficiency, and efficacy of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

Figure 2: Lenses to be focused for building the Capacity Building Plan

Citizen Centricity

Understand the department's key citizen centric governance objectives such as: -

- Transparency in all processes and operations related to DOL.
- Uninterrupted relaying of a connection with the end users.
- A robust system for developing synergistic engagements.
- User participation in the decision-making process by seeking feedback, suggestions, and ideas.

Three Lenses of Capacity Building

National Priorities

- Examine departments 'vision, mission and goals' and work for their alignment with the national priorities with a 3-year, 5-year and 10-year focus.
- Identify key capacity gaps.
- Overcoming specific constraints.

Emerging Technologies

- Key technology trends that impact the languages sector in the federal structure which are necessary for the functioning of the department.
- This includes digital transformation along with analytics, AI, security, among others.

Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions of the department. The capacity building exercise would be goal-driven and performance oriented. It shall indicate capacity building interventions at the Individual, Organizational, and Institutional level.

Figure 3: Capacity Building Interventions
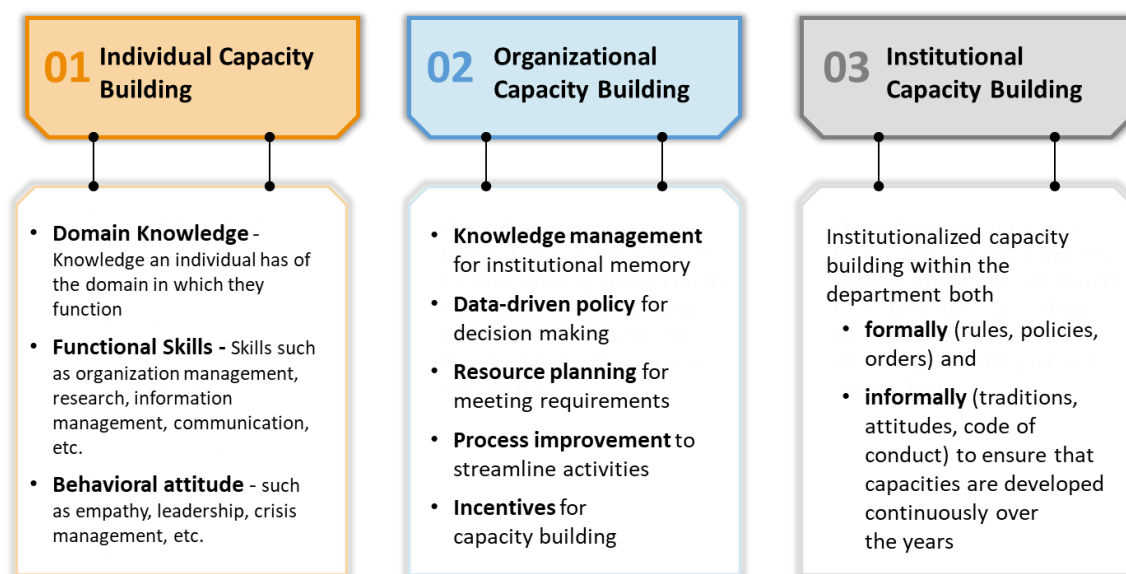
As per Figure 3, the capacity is developed at three pillars: individual, organizational, and institutional. These are referred to as the three pillars of capacity building.

- **Pillar 1 – At the Individual Level**: Competencies form the basis of individual capacity building. A competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles.

- **Pillar 2 – At the Organizational Level**: This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.

- **Pillar 3 – At the Institutional Level**: Institutional capacity building refers to change made in the norm, policies and regulations that guide the functioning of individuals and organizations. (Note – Since institutional capacity building interventions affect all ministries/department of the government, the scope of ACBP exercise for a specific MDO is not expected to cover institutional measures).

2. Overview of the Ministry

Aspect	Description
About	• The Ministry of Home Affairs (MHA) discharges multifarious responsibilities, important among them being - internal security, border management, Centre-State relations, administration of Union Territories, management of Central Armed Police Forces, disaster management, etc. • Though in terms of Entries 1 and 2 of List II – 'State List' – in the Seventh Schedule to the Constitution of India, 'public order' and 'police' are the responsibilities of States, Article 355 of the Constitution enjoins the Union to protect every State against external aggression and internal disturbance and to ensure that the Government of every State is carried on in accordance with the provisions of the Constitution. • In pursuance of these obligations, the Ministry of Home Affairs continuously monitors the internal security situation, issues appropriate advisories, shares intelligence inputs, extends manpower and financial support, guidance, and expertise to the State Governments for maintenance of security, peace and harmony without encroaching upon the constitutional rights of the States.
Departments	• Department of Border Management • Department of Internal Security • Department of Jammu, Kashmir, and Ladakh Affairs • Department of Home • Department of Official Language • Department of States

2.1 Department under Ministry of Home Affairs

2.1.1. Department of Border Management
Department of Border Management deals with the management of borders, including coastal borders, strengthening of border guarding and creation of related infrastructure, border areas development and such like.

2.1.2. Department of Internal Security
Department of Internal Security deals with the Indian Police Service, Central Police Forces, internal security and law & order, insurgency, terrorism, Naxalism, activities of inimical foreign agencies, terrorist financing, rehabilitation, grant of visa and other immigration matters, security clearances, 'Protection of Human Rights Act and also matters relating to National integration and Communal Harmony and Ayodhya' and such like.

2.1.3. Department of Jammu, Kashmir, and Ladakh Affairs
Department of Jammu, Kashmir and Ladakh Affairs deals with the UTs of Jammu, Kashmir & Ladakh, administration of the Armed Forces(J&K) Special Powers Act,1990 (21 of 1990) and all matters relating to the UTs of Jammu, Kashmir & Ladakh, including Counter-terrorism within Jammu and Kashmir and coordination in respect of subjects/matters specifically allotted to any other Ministry/Department like

coordination with Ministry of Defence as regards manning and managing the line of control between India and Pakistan, but excluding those with which the Ministry of External Affairs is concerned. The Department also coordinates with various Ministries/Departments, primarily concerned with development and welfare activities in Jammu, Kashmir & Ladakh.

2.1.4. Department of Home

Department of Home deals with the notification of assumption of office by the President and Vice-President, notification of appointment/resignation of the Prime Minister, Ministers, Governors, nomination to Rajya Sabha/Lok Sabha, Census of the population, registration of births and deaths and such like.

2.1.5. Department of Official Language

Department of Official Language deals with the implementation of the provisions of the Constitution relating to official languages and the provisions of the Official Languages Act, 1963.

2.1.6. Department of States

Department of States deals with Centre-State relations, Inter-State relations, administration of Union Territories, Freedom Fighters' pension, Human rights, Prison Reforms, Police Reforms, etc. The Department of Internal Security, Department of States, Department of Home, Department of Jammu and Kashmir Affairs and Department of Border Management do not function in watertight compartments. They all function under the Union Home Secretary and are inter-linked. There is a designated Secretary for Department of Border Management and Internal Security also.

3. Overview of the Department of Official Language

3.1. Vision

To create an enabling environment for the progressive use of Hindi for official purposes of the Union in accordance with constitutional and statutory provisions regarding Official Language, so that it may serve as a medium of expression for all the elements of the composite culture of the country.

3.2. Mandate

In accordance with the Government of India (Allocation of Business) Rules, 1961, this Department has been entrusted with the following responsibilities: -

1. Implementation of the provisions of the Constitution relating to the Official Language and the provisions of the Official Languages Act, 1963 (19 of 1963) except to the extent such implementation has been assigned to any other department.
2. Prior approval of the President for authorising the limited use of a language, other than English, in the proceedings in the High Court of a State.
3. Nodal responsibility for all matters relating to the progressive use of Hindi as the Official Language of the Union including Hindi Teaching Scheme for Central Government Employees and publication of magazines, journals & other literature related thereto.

4. Co-ordination in all matters relating to the progressive use of Hindi as the Official Language of the Union, including administrative terminology, syllabi, textbooks, training courses and equipment (with standardised script) required, therefore.
5. Constitution and cadre-management of the Central Secretariat Official Language Service.
6. Matters relating to the Kendriya Hindi Samiti.
7. Co-ordination of work relating to the Hindi Salahkar Samities set up by the various Ministries/Departments.
8. Matters relating to the Central Translation Bureau.
9. Matters relating to the Central Hindi Training Institute including Hindi Teaching Scheme.
10. Matters relating to the Regional Implementation Offices.
11. Matters relating to the Committee of Parliament on Official Language

3.3. Objectives of the Department

The objectives of the Department of Official Language primarily revolve around:

1. Promoting the use of Hindi in the governmental and semi-governmental spheres as an official language of functioning and operation.
2. Creating awareness and to develop sensitization through dissemination of information about Official Language Policy, programmes, and activities.
3. Building synergy with Ministries/Departments/Organizations which share Department of Official Language's mandate to a certain extent.
4. Maximizing public satisfaction primarily regarding the functioning of DOL and its sub-ordinate offices viz. Central Hindi Training Institute, Central Translation Bureau, Regional Implementation Offices, Committee of Parliament on Official Language.
5. Developing dynamic framework of personnel management of Central Secretariat Official Language Service, officers and staff of Central Hindi Training Institute, Central Translation Bureau, Regional Implementation Offices.
6. Promoting culture of transparency, accountability and zero tolerance of corruption.

3.4. Organizational Structure / Organogram
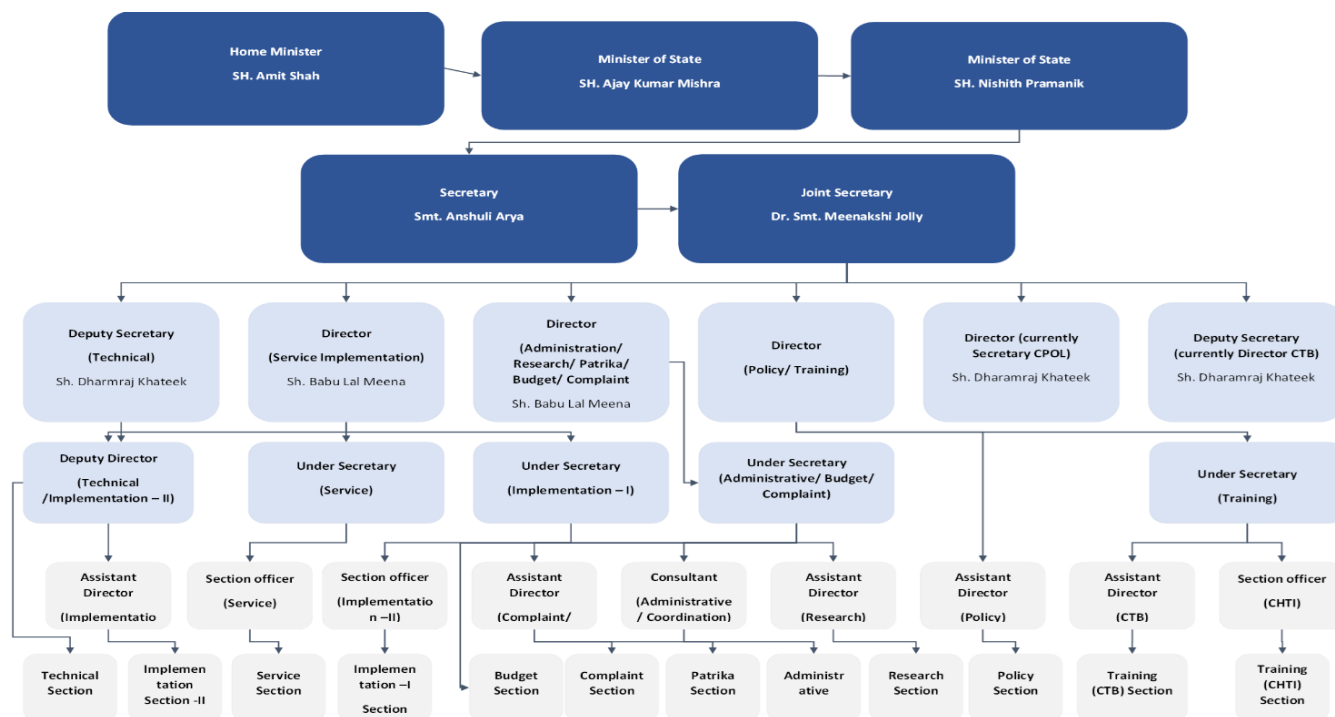
3.5.   Divisions / Sections

There are ten sections under Department of Official Languages. These are: -

1. **Technical** - Advising Government Ministries/ Banks/ Public Sector Undertakings, seminars, computer training programmes etc.
2. **Service** - Cadre controlling of officers of all grades, deputation, inclusion-exclusion of posts etc.
3. **Implementation** - Administration of Regional Implementation Offices, new implementation offices, National Level Function on Hindi Divas, TOLICS etc.
4. **Administration** - Organise meetings for Department of Official Languages, internal transfer/ posting, monthly achievement report, coordination matters etc.
5. **Research** - Coordination of Hindi Salahakar Samitis, publishing and distribution of annual programme, Parliament table documents etc.
6. *Patrika* - Publishing of monthly magazines etc.
7. **Budget** - Coordination for Parliament Consultative Committee (PCC), coordination of annual plans, budget plans, miscellaneous issues etc.
8. **Complaint** – Coordination of action on complaints grievances received from individuals, government officials/ government departments, general public grievances etc.
9. **Policy** - Matters regarding amendment of the provisions of the constitution and the Official Languages Act 1963, matters regarding fresh legislation etc.
10. **Training** - General Policy regarding teaching Hindi, modernization of Hindi Teaching/ Hindi Training etc.

3.6.   Sub-ordinate/ Attached Offices

There are four attached offices under Department of Official Languages:

1. **Central Translation Bureau (CTB):** The Central Translation Bureau (CTB) is responsible for the translation of non-statutory literature and training materials, such as codes, manuals, and forms.
2. **Central Hindi Training Institute (CHTI):** The Central Hindi Training Institute (CHTI) is responsible for training of Hindi language, 'Hindi Typing' and 'Shorthand' for the Central Government personnel.
3. **Regional Implementation Offices (RIOs):** The Regional Implementation Offices (RIOs) are responsible to ensure compliance of Official language Policy by Official Language inspections, meetings of TOLICs, etc.
4. **Committee of Parliament on Official Languages (CPOL):** The Committee of Parliament on Official Languages is responsible for providing secretarial services to the Committee of Parliament on Official Language.

3.7. Mapping the Roles of the Department

Identify key priority areas, activities, and functions of each division/ cell/ department under each senior management official such as Secretary, Joint Secretary, Director, and any other post/ management level as required. Identify how national priorities translate into the department's mandate and objectives for the next 3–5 years.

Institutional and Functional mapping: Assessment of the role played by the ministry in achieving its objectives and the required competencies.

Table 1: Work allocation table for DOL.

S.NO	Name of the Division/ Section	Designation	Activities Performed
1.	Office of the Secretary	1. Smt. Anshuli Arya, Secretary 2. Sh. Dhan Singh Bharti, Sr. PPS 3. Sh. Praveen Kumar, PS	• To follow up important and time bound issues with concerned officer and to ensure their timely submission to the Secretary (OL). • To take dictations and transcriptions thereof in efficient manner. • To prepare draft reply on various issues as and when asked for. • To access emails, bringing importance mails to the notice of the officer and forwarding them to the concerned officer. • To arrange files and dak received in personal section in order of their priority before submitting to the officer. • To attend phone calls in polite and tactful manner; to keep the officer informed of all important calls. • To maintain confidentiality of all such matters. • To ensure proper maintenance of files/documents kept with the personal staff. • To prepare tour programme of the officer and preparing of TA/DA bills

S.NO	Name of the Division/ Section	Designation	Activities Performed
			immediately after completion of the tour.
			• To fix up meetings/appointments keeping in view convenience of the officer.
			• To maintain personal files and documents of the officer.
			• To follow up important and time bound issues with concerned officer and to ensure their timely submission to the Secretary (OL).
			• To prepare draft reply on various issues as and when asked for.
			• To access emails, bringing importance mails to the notice of the officer and forwarding them to the concerned officer.
			• To arrange files and dak received in personal section in order of their priority before submitting to the officer.
			• To attend phone calls in polite and tactful manner; to keep the officer informed of all important calls.
			• To maintain confidentiality/secrecy of all such matters.
			• To ensure proper maintenance of files/documents kept with the personal staff.
			• To prepare tour programme of the officer and preparing of TA/DA bills immediately after completion of the tour.
			• To fix up meetings/appointments keeping in view convenience of the officer.

S.NO	Name of the Division/ Section	Designation	Activities Performed
			• To maintain personal files and documents of the officer attached with. • To ensure compliance of security instructions by the personal staff. • To ensure proper maintenance of office decorum by the personal staff.
2.	Office of the Joint Secretary	1. Dr. Smt. Meenakshi Jolly, Joint Secretary 2. Sh. Chand Veer, PPS 3. Sh. Ganga Prasad, PS	• Work related to recruitment, posting, transfer, promotion, and recruitment rules of Central Secretariat Official Language Service Cadre personnel. • Matters related to official language policy. • Organization of meetings of the Central Official Language Implementation Committee. • Work related to constitution/re-constitution of *Hindi Salahkar Samitis* in various Ministries/Departments. • Administrative and other works of Regional Official Language Implementation Offices (eight). • National and regional level award determination work for the promotion of official language Hindi. • Promotion and training of '*Kanthastha*' (translation tool), Leela and other e-tools. • Publication of '*Rajbhasha* Bharti' magazine, start of e-magazine library. • Administrative and other works of subordinate offices of the Department of Official Language such as: Central Translation

S.NO	Name of the Division/ Section	Designation	Activities Performed
			Bureau, Central Hindi Training Institute and Parliamentary Official Language Committee. • Budget, complaints, and other administrative work related to the Department of Official Language and parliamentary questions and answers.
3.	Director Office (Technical, Service, Implementation, Administration, Coordination, Budget and Complaint Sections)	1. Sh. B.L. Meena, Director 2. Smt. Vibha Kumari, Stenographer 3. Sh. Sheetla Prasad, MTS (MI	• Supervision of the concerned departments namely Technical, Service, Implementation, Administration, Coordination, Budget, and Complaint Sections. • Movement of the files and receipt management. • Coordination of files and collection of approvals.
4.	Service Section	1. Sh. Rajesh Kumar, Assistant Director 2. Smt. Sadhna Sharma, Section Officer 3. Sh. Priyavart, Assistant Section Officer 4. Sh. Jagdish Chander, Assistant Section Officer 5. Sh. Krishna Kumar Kalas, Senior Translation Officer	• Cadre controlling of officers of all grades of Central Secretariat Official Language Service. • Matters relating to deputation of officers of Central Secretariat Official Language Service to ex-cadre posts including forwarding of applications. • Matters relating to inclusion. exclusion of posts in Central Secretariat Official Language Service and fixation of seniority of incumbents of posts inducted after initial constitution. • Matters relating to Framing and amendment of Recruitment Rules for CSOLS. • Advising various Ministries/ Departments and their attached and subordinate offices not participating in Central Secretariat Official Language Service and other

S.NO	Name of the Division/ Section	Designation	Activities Performed
			organisations in matters relating to framing/ amendments of recruitment for posts like those included in Central Secretariat Official Language Service and other connected matters. • Transfers relating to CSOLS cadre. • Advising various ministries/ cadres, their attached and Subordinate offices and companies and corporations owned and controlled by the Central Government in matters relating to posts of Hindi work. • Fixation of norms for creation of Hindi posts based on minimum requirement. • Fixation of duties and norms of Hindi officers. • Fixation of norms for Translators, vettors, Hindi Typists etc. • Miscellaneous issues relating to the above subjects. • Furnishing inputs to Administration Section (DOL) for Coordination related matters. • Updation of information/ reports on LIMBS, ICMIS, CCMS and Probity portals by the Nodal Officer (Service).
5.	Administration Section/ Coordination Section	1. Smt. Saroj Mary Xalxo, Under Secretary 2. Sh. Satpal, SO/Consultant 3. Smt. Sonia Gupta, Assistant Section Officer 4. Sh. Visheswar Bharti, MTS (MHA) also with Wing Registry)	• Organise meetings for Department of Official Languages and follow up action on such meetings. • Internal transfer/ posting within DOL. • Furnishing of monthly achievements of DOL of Cabinet Secretariat each month.

S.NO	Name of the Division/ Section	Designation	Activities Performed
		5. Sh. Rajinder Kumar, MTS (MHA) – Under Posting	• Coordination matters in DOL and preparation of consolidate reply. • Consolidation/ updation of inputs on e-Samisksha, portal. • General administration matters in DOL.
6.	Budget Section	1. Smt. Saroj Mary Xalxo, Under Secretary & DDO 2. Sh. Priya Gautam, Assistant Section Officer	• Coordination of matters relating to Parliamentary Consultative Committee. • Coordination of work relating to Annual Plans and Budget (Plan/ Non Plan) • Miscellaneous issues relating to the above Depart scripts.
7.	Complaint Cell/ Section	1. Smt. Saroj Mary Xalxo, Under Secretary 2. Sh. Sohail Ahmad, Assistant Director	• Coordination of action relating to complaints/ grievances received from individuals/ various government, non-governmental organisations regarding the non-implementation of the Official Language Policy and violation of Rules in Central Government Ministries, Departments and the Banks, Undertakings, Corporations, PSUs/ Autonomous Bodies under their Control. • Handling all General Public Grievances received in DOL. • Miscellaneous issues relating to the above subjects.
8.	Implementation – I Section	1. Sh. SR Meena, Under Secretary 2. Sh. Shankar Parshad, MTS 3. Sh. Bhagwan Sahay, Assistant Section Officer 4. Sh. Hunny Chugh, Assistant Section Officer	• Administration of Regional Implementation Offices at Mumbai, Kolkata, Bangalore, Guwahati, Ghaziabad, Bhopal, Kochin and Delhi. • Setting up of new Implementation offices and strengthening the existing ones.

S.NO	Name of the Division/ Section	Designation	Activities Performed
			• Miscellaneous issues relating to the above subjects. • Furnishing inputs to Administration Section (DOL) for Coordination related matters.
9.	Implementation – II Section	1. Smt. Abhilasha Misra, Deputy Director 2. Sh. Santosh Kumar, Research Officer 3. Smt. Shagufta, Senior Translation Officer 4. Sh. Ravi Goswami, Jr Translation Officer	• To organize National Level Function on Hindi Divas on 14TH September, every year. • Matters relating to Town Official Language Implementation Committees (TOLICS). • Implementation of Official Language Policy in Ministries/ Departments. Collection of quarterly progress reports and correspondence thereon. • Notifying offices and subjects under Section 10(4) and 8(4) of Official Language Act & Rules. • Matters relating to holding Official Language conferences, Exhibitions, Workshops. • Assessment for Regional Rajbhasha Awards and distribution thereof in functions. • Inspection of Ministries/ Departments regarding implementation of Official Language Policy. • Assessment for the Rajbhasha Kirti Awards at National level and distribution thereof. • Assessment for the Rajbhasha Gaurav Awards original book writing in Hindi and distribution thereof in a function. • Holding of Central Official Language Implementation Committee's Meetings for Central

S.NO	Name of the Division/ Section	Designation	Activities Performed
			Government, PSUs and Public Sector Banks etc. • Miscellaneous issues relating to the above subjects. • Furnishing inputs to Administration Section (DOL) for Coordination related matters.
10.	Patrika Section	1. Smt. SVR Ramna, Deputy Secretary 2. Dr. Sh. Dhanesh Dwivedi, Sub Editor 3. Smt. Priyanka, Stenographer 4. Smt. Sunita Agnihotri, Assistant Section Officer 5. Sh. Virender Kumar, Sr. Translation Officer	• Publication of a quarterly magazine '*Rajbhasha Bahrti*'. • Preparation of list of standard books in Hindi on yearly basis. • Preparation of Press Release/ Media Coverage of Hindi Divas/ *Rajbhasha Sammelan*.
11.	Technical Section	1. Sh. Raghubir Sharma, Assistant Director (with Research Section as well) 2. Sh. Deepak Inspector, SSB (on attachment) 3. Sh. Muniraj Meena, Technical Assistant	• Advising Government Ministries/ Banks/ Public Sector Undertakings regarding use of modern electronic bilingual facilities available in the country for implementing the Official Language Policy. • To organize seminars and computer exhibitions of bilingual facilities to promote use of Official Language in Central Government Departments/ Banks/ Public Sector Undertakings. • Arranging computer training programmes in Hindi through various Government organisations for the employees of the Central Government Ministries/ Banks/ Public Sector Undertakings. • Development of IT tools for Rajbhasha. • Advising Central Government Ministries/ Banks/ Public Sector

S.NO	Name of the Division/ Section	Designation	Activities Performed
			• Undertakings sin developing bilingual websites. • Regional Office coordination in Department of Official Languages. • Miscellaneous issues relating to above subjects.
12.	Research Section	1. Sh. Raghubir Sharma, Assistant Director (with Technical Cell as well) 2. Sh. Charan Singh Yadav, Assistant Section Officer 3. Sh. Prahlad Kumar, Assistant Section Officer 4. Sh. Ashok Kumar, MTS	• Coordination of work relating to *Hindi Salahakar Samitis.* • Preparation, publishing, and distribution of Annual Programme, relating to implementation of Official Language. • Preparation, publishing laying on the table of the Parliament and distribution of the Annual Report of the Department. • Preparation, publishing and laying in the Parliament and distribution of the Annual Assessment Report. • Publishing, and distribution of orders, instructions etc., issued by the Department of Official Language. • Compilation, publishing and distribution of Act, Rules, Regulation and Statutory provision relating to the Official Language. • Assessment of research publication work relating to the Official Language. • Coordination of Voluntary Organisations/ NGOs engaged in the promotion of Official Languages, Hindi. • Arrangement of printing and publication of all other documents/ material relating to Department of Official Languages.

S.NO	Name of the Division/ Section	Designation	Activities Performed
			• Procurement and distribution of publicity and promotional material including posters, pamphlets etc., for publicity and spread of Official Language. • Preparation of TV/ Radio spots and production of films pertaining to the Official Language through Ministry of Information and Broadcasting. • Miscellaneous issues relating to the above subjects.
13.	Deputy Secretary Research/ *Patrika* Sections	1. Smt. SVR Ramna, Deputy Secretary, 2. Sh. Sanjiv Saxena, PS 3. Sh. Ashok Kumar, MTS	• Vetting of the annual program of the Department of Official Language. • Vetting of the annual report of the Department of Official Language. • Vetting of the evaluation report of the Department of Official Language. • Revision of Home Minister's message on Hindi Day, 14th September. Work related to Hindi Advisory Committees. • To participate in the internal meetings organized in the Department of Official Language. • Revision of *'Rajbhasha Bharti'* magazine published by the Department of Official Language. • Vetting of messages given by Secretary and Joint Secretary, Department of Official Language for various magazines. • Disposal of various other works received from the magazine department. • Being the Presiding Officer of the Internal Complaints Committee,

S.NO	Name of the Division/ Section	Designation	Activities Performed
			investigate and redress the cases of sexual harassment that come before the Committee.
14.	Policy Section	1. Sh. Rakesh B. Dubey, Director/Consultant 2. Sh. Rajesh Srivastav, Deputy Director 3. Sh. Sandeep Kumar, Assistant Director 4. Sh. Shri Krishna Ji Pandey, Junior Translation Officer	• Matters regarding amendment of the provisions of the constitution and the Official Languages Act 1963 relating to official language. • Proposals regarding fresh legislation of official language • Matters regarding enforcement of the provisions of the Official Language Act,1963. • Matters regarding framing of rules under the Official Languages Act, 1063. • Suggestion for the annual programme for the suggestive use of Hindi for the official purpose of the Union. • Interpretation/ clarifications of the provisions of the Official Language Act, 1963 and official language (use for the Official Purpose of the union) Rules, 1976. • Cases relating to use of Hindi in companies/ corporations owned or controlled by the Central Government. • Cases relating to the use of Hindi and official language in Union Territories. • Matters relating to the formation of *Kendriya Hindi Samiti* and its meetings. • Cases relating to the use of Hindi in high courts and Supreme Court. • Incentive for increasing the use of Hindi for the official purposes of the Union.

S.NO	Name of the Division/ Section	Designation	Activities Performed
			• Matters relating to option for use of Hindi in Departmental and Direct Recruitment Examinations (including interviews).
			• Any other matter relating to policy on language.
			• Miscellaneous issues relating to the above subjects.
			• To furnish inputs to Admn. Section (DOL) for coordination related matters.
			• Policies/ Rules related to the Regional Official Language Policies in all regions.
			• Joint Director (Policy) as Nodal Officer on RTI Portal.
			• Matters relating to Parliamentary Committee on Official Languages and Administrative Matters of Gazetted Staff.
15.	Training Desk/ Section	1. Smt. Vibha Pant, Under Secretary 2. Sh. P.S Rawat, Section Officer 3. Sh. Budh Ram, MTS (MHA) 4. Sh. Som Nath Ghosh, Assistant Section Officer 5. Smt. Sudesh Tanwar, Assistant Section Officer	• General Policy regarding teaching Hindi for acquiring working knowledge to the Central Government Employees. • Modernization of Hindi Teaching/ Hindi Training. • Training in Hindi Typewriting, Stenography to the L.D.C.s and Stenographers under the Central Government. • Interpretation of orders relating to Hindi Teaching Scheme: - 1. Working knowledge of Hindi in respect of Central Government employees having passed their Matriculation examination from non-Hindi speaking States with Hindi as a Second, Third

S.NO	Name of the Division/ Section	Designation	Activities Performed
			Language or as a Composite Subject.
			2. Admissibility of Personal Pay on passing Hindi examinations under the Hindi Teaching Scheme.
			3. Admissibility of cash award under the Hindi Teaching Scheme.
			4. Categoraisation of Central Government employees for admissibility of Cash awards under the Hindi Teaching Scheme.
			5. Revision in the rates of Cash awards.
			6. Revision in the rates of lump-sum awards and continuance of the Scheme on year-to-year basis.
			• Recognition of various Hindi examinations below the Matric standard for exemption of Hindi training, conducted by various Voluntary Organisations registered with Akhil Bhartiya Hindi Sanstha Sang.
			• Exemption from training in Hindi to the Central Government Employees having passed the Hindi examinations of and above Matriculation from various Voluntary Organisations.
			• Matters relating to Hindi Workshop:
			1. Syllabus for Workshops.
			2. Duration of Workshops
			3. Revision in the rates of Honorarium

S.NO	Name of the Division/ Section	Designation	Activities Performed
			4. Clarification on miscellaneous matters. • Seeking extension of period for Hindi Training. • Handling of Financial proposals relating to revision of rates of cash awards/ lump-sum awards and honorarium etc. pertaining to Hindi Training received from CHTI/ HTI. • Matters Relating to Central Training Hindi Institute/ Hindi Teaching Scheme incorporated in the report of the Committee of Parliament of Official Language. • Administrative and Financial matters of the Central Hindi Training Institute. • Supervision and management of Registry Wing. • Miscellaneous issues relating to the above subjects.
16.	RTI	Dr. Sh. Sohail Ahmed, Assistant Director	• RTI Nodal Officer to the Department
Subordinate Offices			
17.	CPOL Secretariat	1. Sh. Dharamraj Khateek, Secretary	Providing secretarial services to the Committee of Parliament on Official Language
18.	CTB	1. Sh. Dharamraj Khateek, Director-In-Charge	• Administrative and Establishment matters relating to Central Translation Bureau. • Arrangement of translation of manuals and other non-statutory material excluding statutory material to be placed before Parliament and rules, regulations etc., which are to be notified in the Gazette of India. • Arrangements for translations of rules, regulations etc of companies,

S.NO	Name of the Division/ Section	Designation	Activities Performed
			corporations and Autonomous bodies owned and controlled by the Central Government. • Miscellaneous issues relating to the above subjects.
19.	CHTI	1. Sh. Anil Kumar, Director-in-Charge	• To provide training in Hindi Language, Hindi Typing (Manual)/ Hindi Word Processing (Computer) & Hindi Stenography to the employees under the Central Government as well as public undertakings, enterprises, and banks etc. for proper implementation of Official Language Policy of the Government of India • To arrange refresher training courses for officers and translators included in the Central Secretariat Official Language Service. • To acquaint Officers and *Pradhyapaks* of H.T.S. with the latest techniques of teaching under the scheme "Training Courses for Instructors" and to train the instructors of training institutes of Ministries/Departments in O.L. policy as well as Hindi language. • Propagation and imparting training on the various Hindi IT softwares developed by the Department of Official Language with the help of C-DAC. • To conduct 5-day workshops for those officers/employees who hesitate to use Hindi in Official work. • To set up various laboratories equipped with Linguaphone-

S.NO	Name of the Division/ Section	Designation	Activities Performed
			records and other audio-visual equipment as well as computers for making effective use of Hindi knowledge acquired by the non-Hindi speaking employees and to make training in Hindi more interesting as well as comprehensive with the help of charts, posters, sketches etc. • To acquaint senior officers, Deputy Secretaries and Directors etc. with O.L policy and statutory requirements etc. • To arrange seminars of Chairmen of O.L. implementation committees who are of the status of Joint Secretary in various Ministries/Departments. • To organise seminars of 2-3 days duration for the chairman of T.O.L.I.Cs.

3.8.   Sectoral Technology Roadmap

The following references offer an insight into the existing and the proposed technological interventions for Department of Official Languages, while keeping in tandem with the international best practices: -

- **Kanthastha and Kanthastha 2.0 'Memory Based Translation Software':** Translation memory (TM) is a feature of computer-aided translation system which helps in the translation process. A translation memory is basically a database which stores the translated data in the form of aligned source-language and target-language segments. The main characteristic of the Translation memory system is that it allows a translator to re-use the already translated segments while translating a new file, either through complete match or partial match in TM.
- **Hindi Shabd Sindhu** - Completely digital - web based, standardized dictionary set by Central Hindi Directorate. Preparation is being done according to the spelling. Unicode font is being used. The facility of word scheme will also be available by typing in Hindi and English.

- **Multilingual Keyboards -** A 'multilingual keyboard' allows the user to type using online keyboard for the supported languages for easy cross-language pollination.
- **Voice Command -** Voice recognition technology is a software program or hardware device that has the ability to decode the human voice. Sometimes referred to as voice-activated or speech recognition software, this technology has become more and more popular in recent years among everyday consumers.
- **Multilingual Chat- Bots -** A multilingual chatbot provides users with live chat and automated support in multiple languages through messaging apps such as Facebook Messenger or on websites. It uses artificial intelligence to answer questions and perform simple tasks in the user's preferred language.
- **Mobile App (Lila Hindi Pramod Prag) / Web Portal (C-DAG enabled) -** LEELA (Learn Indian Languages through Artificial Intelligence) The main attraction of the LEELA-Official Language Teaching System is to train the learners through the medium of their mother tongue. Currently 'Leela-Rajbhasha' has been developed to teach Hindi through English, Assamese, Bodo, Bengali, Gujarati, Kannada, Kashmiri, Malayalam, Manipuri, Marathi, Nepali, Odia, Punjabi, Tamil, and Telugu languages.

  Self-practice facility by viewing writing of Hindi alphabets, speech interface to learn standard pronunciation and intonation, facility to record your pronunciation and compare it with standard pronunciation (contained in the package), with selected text (narrative)- Facility to view accompanying video clips Comprehensive glossary, Educationally arranged classification of readers, Visual glossary for commonly used words, Incremental and graded grammar notes, Detailed interactive exercises, Question papers for self-assessment.

- **Machine Aided Translation (MAT) -** Machine translation is accomplished by feeding a text to a computer algorithm that translates it automatically into another language.
- **Automatic Speech Recognition (ASR) - Automatic Speech Recognition** or **ASR**, as it's known in short, is the technology that allows human beings to use their voices to speak with a computer interface in a way that, in its most sophisticated variations, resembles normal human conversation. The most advanced version of currently developed ASR technologies revolves around what is called **Natural Language Processing.**
- **Text to Speech system (TTS) -** Text to speech is also known as TTS, read aloud, or even speech synthesis. It simply means using artificial intelligence to read words aloud be it from a PDF, email, docs, or any website.
- **Optical Character Recognition (OCR) -** An OCR program extracts and repurposes data from scanned documents, camera images and image-only PDFs. The OCR software singles out letters on the image, puts them into words and then puts the words into sentences, thus enabling access to and editing of the original content. It also eliminates the need for manual data entry.

- **Speech to Speech Translation (S2S) -** Speech-to-speech translation (S2ST) consists of translating speech from one language to speech in another language. This can be done with a cascade of automatic speech recognition (ASR), text-to-text machine translation (MT), and text-to-speech (TTS) synthesis sub-systems, which is text-centric.

3.9.   Citizen Centric Goals

The Department of Official Languages (DOL) does not directly deal with citizens. A major part of the activities and the services rendered by this department are for Central Government agencies, Central Government Departments and for the government officials.

Some of the shortlisted citizen centric goals for Department of Official Languages are: -

- **Promoting use of Devanagari in modern gadgets: -** In order to effectively engage the Central Government departments, being the ministry's prime stakeholder; the modern IT infrastructure within the government's sphere needs to be well equipped with Hindi and bilingually efficient.
- **Proliferation of Hindi across the Central Government ecosystem using modern technology: -** International best practices and latest technological interventions like 'Optical Character Recognition' (OCR); 'Machine Aided Translation' among other should be used to further spread the use of Hindi within the Central Government ecosystem.
- **Upgradation of existing websites and other interaction outlets:** - One of the core motivations for Department of Official Languages should be introducing Hindi as a prominent mode of reference and instruction on all official ministry platforms, channels, and citizen-centric catalogues. A through development of new age technological interventions in Hindi, like the mobile app, Hindi tracking software, new translation tool etc., can significantly increase and contribute to the easeful spread of Hindi.

3.10.   Department's Legacy Capacity Building Programs

Various trainings / workshops are announced and have been conducted by DOL. These trainings / workshops modules cover domain, functional and behavioral aspects of skill development for officers across all levels. These training / workshops are conducted in association with various educational institutions, and government organizations in both online and offline mode. Below is the schedule of the trainings / workshops currently being offered by the department's training institutes.

Table 2: Showcasing an aggregate of existing trainings in CHTI under DOL.

S. No	Training Type	Training Name	Training Mode	Duration	Venue	Institute Name/ Scheme	Level of Participants
1	Training	Hindi Language	Physical	Part-time basis	Central Hindi Training Institute in the main and the regional, sub-centers	Central Hindi Training Institute and Hindi Teaching Scheme	Mid to Senior Level
2	Training	Hindi Typing/ Shorthand	Physical	Part-time basis (6 months)	Central Hindi Training Institute in the main and the regional, sub-centers	Central Hindi Training Institute and Hindi Teaching Scheme	Mid to Senior Level, Bank Employees, PSU employees
3	Training	Hindi Stenography	Physical	Part-time basis (1 year)	Central Hindi Training Institute in the main and the regional, sub-centers	Central Hindi Training Institute and Hindi Teaching Scheme	Mid to Senior Level, Bank Employees, PSU employees
4	Training	Short-term trainings in Hindi	Physical	Part-time basis	Central Hindi Training Institute in the main and the regional, sub-centers	Central Hindi Training Institute and Hindi Teaching Scheme	Mid to Senior Level
5	Workshop	Workshops on the Hindi Language	Physical	5 days	Central Hindi Training Institute in the main and the regional, sub-centers	Central Hindi Training Institute and Hindi Teaching Scheme	Mid to Senior Level
6	Training	Self-Learning Hindi 'LILA' – Prabodh, Praveen, Pragya	Online	As and when required	Online	Central Hindi Training Institute and Hindi Teaching Scheme	Mid to Senior Level

S. No	Training Type	Training Name	Training Mode	Duration	Venue	Institute Name/ Scheme	Level of Participants
7	Course	Hindi Language Classes/ Course (Prabodh, Praveen and Pragya)	Correspondence	Prabodh – 5 months Praveen – 5 months Pragya – 5 months	-	Central Hindi Training Institute and Hindi Teaching Scheme	Senior Level, Bank Employees
8	Course	Hindi Typewriting	Correspondence	As and when required	-	Hindi Teaching Scheme	Junior Level
9	Training	*Prashikshak* (Training Program for Instructors of Training Institutes)	Physical	5 days	Central Hindi Training Institute in the main and the regional, sub-centers	Central Hindi Training Institute and Hindi Teaching Scheme	Mid to Senior Level
10	Training	Refresher Programs	Physical	5 days	Central Hindi Training Institute in the main and the regional, sub-centers	Central Hindi Training Institute and Hindi Teaching Scheme	Junior to Mid-Level
11	Training	Orientation Programs	Physical	5 days	Central Hindi Training Institutes in the main and the regional, sub-centers	Central Hindi Training Institute and Hindi Teaching Scheme	All levels
12	Training	Word Processing Training	Physical	-	Central Hindi Training Institutes in the main and the regional, sub-centers	Central Hindi Training Institute and Hindi Teaching Scheme	Mid to Senior Level

Online Training Nomination Website - https://dpedbt.gov.in/otns/

4. Capacity Needs of the Department of Official Language

As part of the process for preparing the Annual Capacity Building Plan, the department established a Capacity Building Unit (CBU) to effectively manage its capacity building initiatives. On the same, the department garnered the roles and competencies of the department's work force following the 'questionnaire' approach. The data received as a part of this exercise was further examined and the following activities were performed to identify multiple competency requirements highlighting behavioral, functional, and domain-level competencies.

- **Identification and validation of competencies**: The consolidated data across all thirty-five responses from an aggregate count of 52 participants was observed. As many as 13 behavioural, 34 functional, and 25 domain competencies were identified. These competencies were defined along with respective roles and responsibilities. This led to the consolidation of both recognised and un-recognised competencies.

- **Data structuring and bucketing:** Upon the completion of validation and consolidation process, the data was reviewed, analysed, and were organised into logical buckets across the afore-mentioned competency categories. Since the data consisted of duplicates, redundant competencies, and several repetitions, some of the competencies in the afore-mentioned data were eliminated. As a result, the data was cleansed and condensed to arrive at specific competencies. The table 2 shows the revised competencies against each category.

Table 3: Revised count of competencies against each category

Competency	Unique Competencies
Behavioral	13
Functional	34
Domain	25

Moreover, based on the competencies observed across functional and domain category, the data was further bucketed into logical groups as follows: -

Table 4: Revised competency categories under domain and functional areas

S.NO	Functional Competencies	Sub-Categories	Domain Competencies	Sub-Categories
1.	CAT Cases	Procedure	Latest technologies and AI in Translation/ Translation	Digital Platforms/ Procedure

2.	Cash & Accounts	General	Official Language Act (1963)	Policy
3.	CPGRAMS	Specific Rules	QPR	General
5.	Gender Sensitization Workshop	Policy	Book Publishing	General
6.	GFR (2017)	Specific Rules	Citizenship Act	Policy
7.	Income Tax	Specific Rules	Inter-Ministerial Programmes	General
9.	MHA Policies/ Vision/ Mission	Procedure/ General	Official Language Policy	Policy
10	PFMS	Digital Platform	QPR	General
11.	Preparation of Cabinet Notes/ Govt Correspondence	General/ Procedure	Schemes of DOL	Policy
12.	Public Governance (Ethics and Value)	Policy	Securities Transaction Tax (STT)	Procedure/ Policy
13.	Public Private Partnership	General/ Procedure	Stenography	Procedure
14.	RFP Drafting	Specific Rules	APR	General
15.	Sensitization of Govt. Functionaries on (SRCs)	Policy	Office Procedure (MOP)	Procedure
16.	Service Rule	Specific Rules	PPGG & CHRM	
17.	Vigilance Cases	General	Translations (Verbal / Written Communications)	Procedure
18.	Manual on Office Procedure	Procedure	Hindi Language Trainings	General
19.	House Building Advance Rules (HBA)	Specific Rules	*Kanthastha* 2.0	Digital Platforms
20.	Administrative Communication	General/ Procedure	MEGS	-
21.	NPS Rules	Specific Rules	-	-
22.	Office Manuals	General/ Procedure	-	-
23.	Parliamentary Matters	General	-	-

24.	Pension Rules	Specific Rules	-	-
25.	CGHS Rules	Specific Rules	-	-
26.	Court and Legal Proceedings	Policy	-	-
27.	Documentation	General	-	-
28.	Establishment Rules	Specific Rules	-	-
29.	Project Management	General	-	-
30.	RTI	Policy	-	-
31.	CCS (CCA, Conduct, Leave GPF Rules/LTC Rules)	Specific Rules	-	-
32.	Finance (Expenditure)	General	-	-

The table showcases bucketed data into logical groups in alignment with the competencies received as a part of the information gathering exercise. The categorization is done to effectively determine the competencies requirements across the department.

- **Assessment of Competencies:** As per the table, top competences for DoL have been determined through a step-by-step approach across 16 unique designations.
- **Middle and Junior Management**: The competencies were further segregated into two broader segments: Middle and Junior Management. Out of 35 responses, as many as four designations were pertaining to the 'Middle Management', while the other twelve belonged to the 'Junior Management'.

Management Levels	Number of Unique Designations	Number of Employees
Middle/ Junior	16	35

4.1. Capacity Need for Middle Management

Out of 16 existing designations, which have been identified in the analysis, as many as four designations fall under the Middle-Management category namely Principal Private Secretary, Under Secretary, Deputy Director, and Principal Staff Officer.

Management Level	Number of Unique Designations	Number of Employees
Middle	4	4

4.1.1. Behavioral Competency Needs

The figure below depicts top 'Behavioral Competency' requirements for designations under Middle-Management.

Figure 5: Top Behavioral Competencies
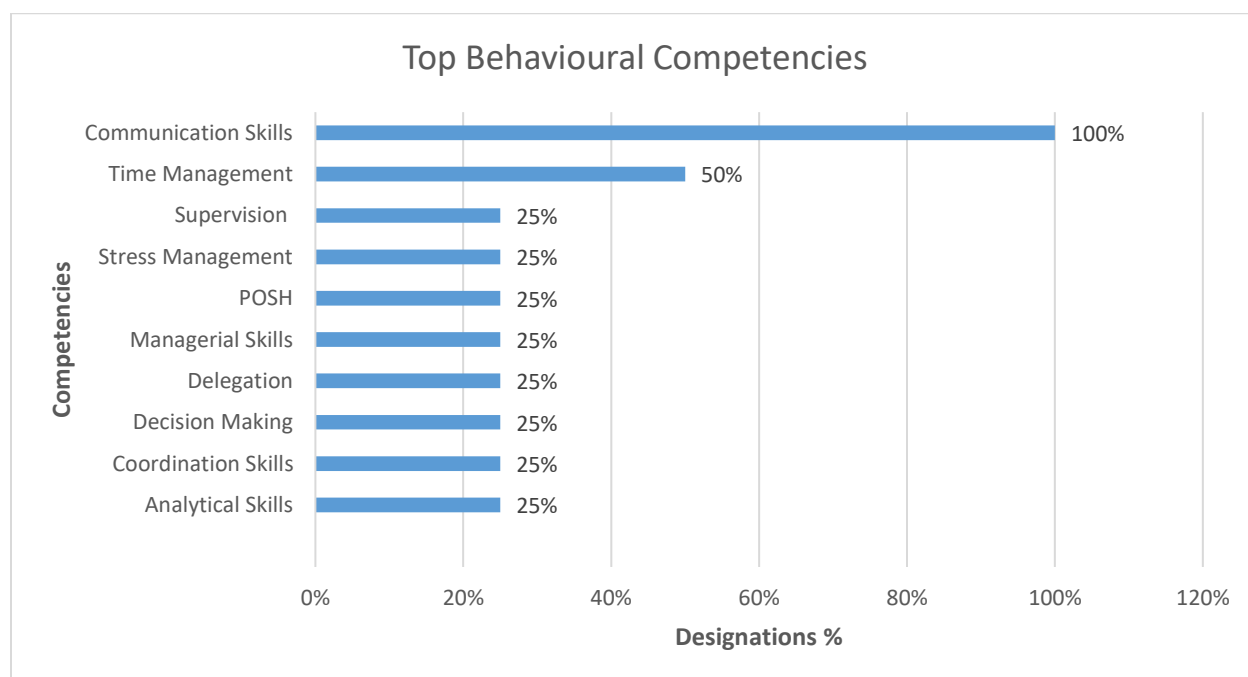
The top 5 'Behavioural Competencies' under Middle-Management are: -

1. Communication Skills
2. Time Management
3. Supervision
4. Stress Management
5. POSH

4.1.2. Functional Competency Needs

The figure below depicts top 'Functional Competency' requirements for designations under Middle-Management.

Figure 6: Top Functional Competencies
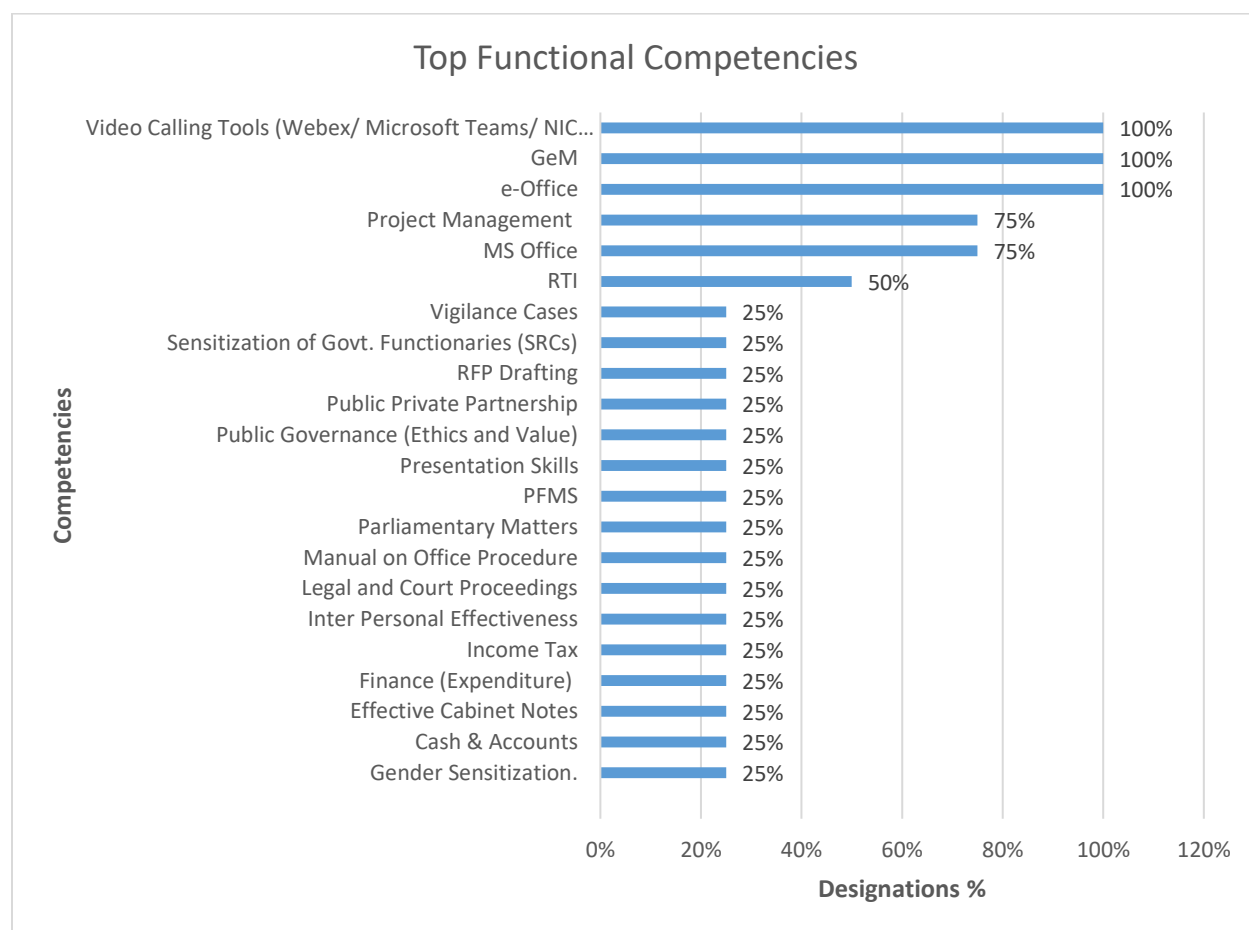
The top 5 'Functional Competencies' under the Middle-Management are: -

1. Video Calling Tools (Webex, Microsoft Teams, NIC)
2. GeM
3. e-Office
4. Project Management
5. MS Office

4.1.3. Domain Competency Needs

The figure below depicts top 'Domain Competency' requirements for designations under Middle-Management.

Figure 7: Top Domain Technology Competencies
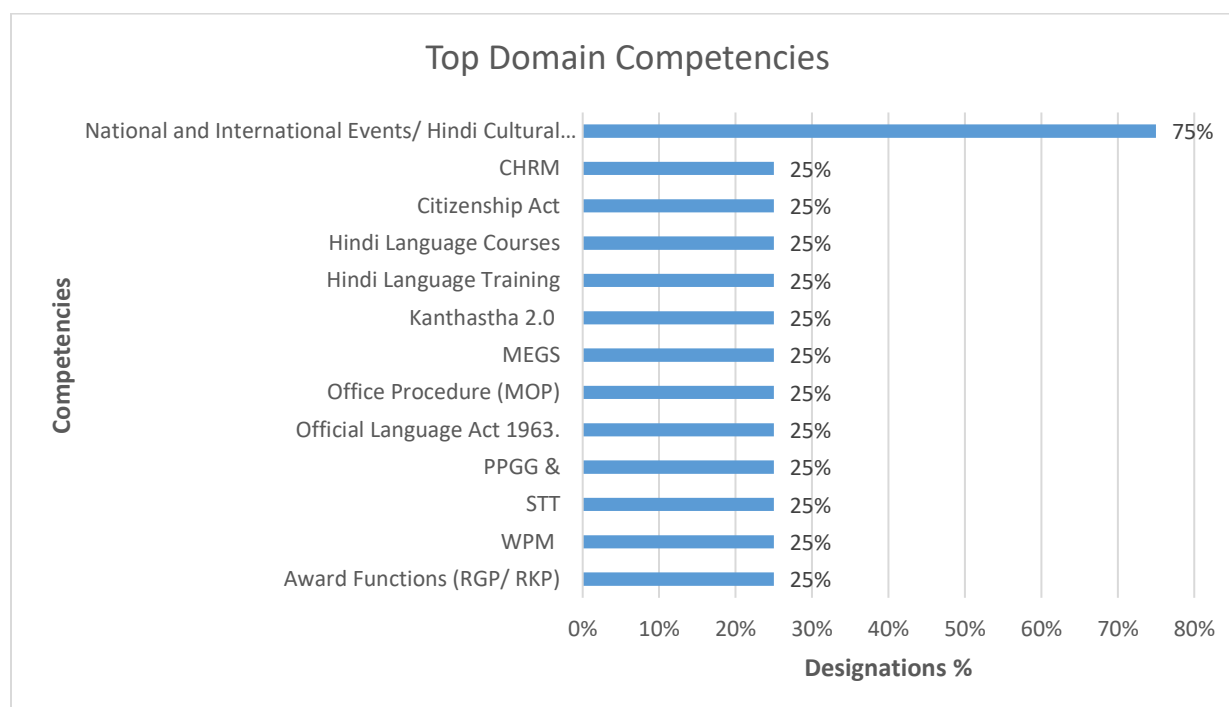
4.2. Capacity Needs for Junior-Management

Out of 16 existing designations, which have been identified in the analysis, as many as 12 designations fall under the Junior-Management category namely Assistant Section Officer, Section Officer, Assistant Director, Private Secretary/ Personal Assistant, Senior Translation Officer, Research Officer, Sub-Editor, Stenographer, Junior Translation Officer, Technical Assistant, Consultant and *Nirikshak*.

Management Level	Number of Unique Designations	Number of Employees
Junior	12	31

4.2.1. Behavioral Competency Needs

The figure below depicts top 'Behavioural Competency' requirements for designations under Junior-Management

Figure 8: Top Behavioral Competencies

Top Behavioural Competencies
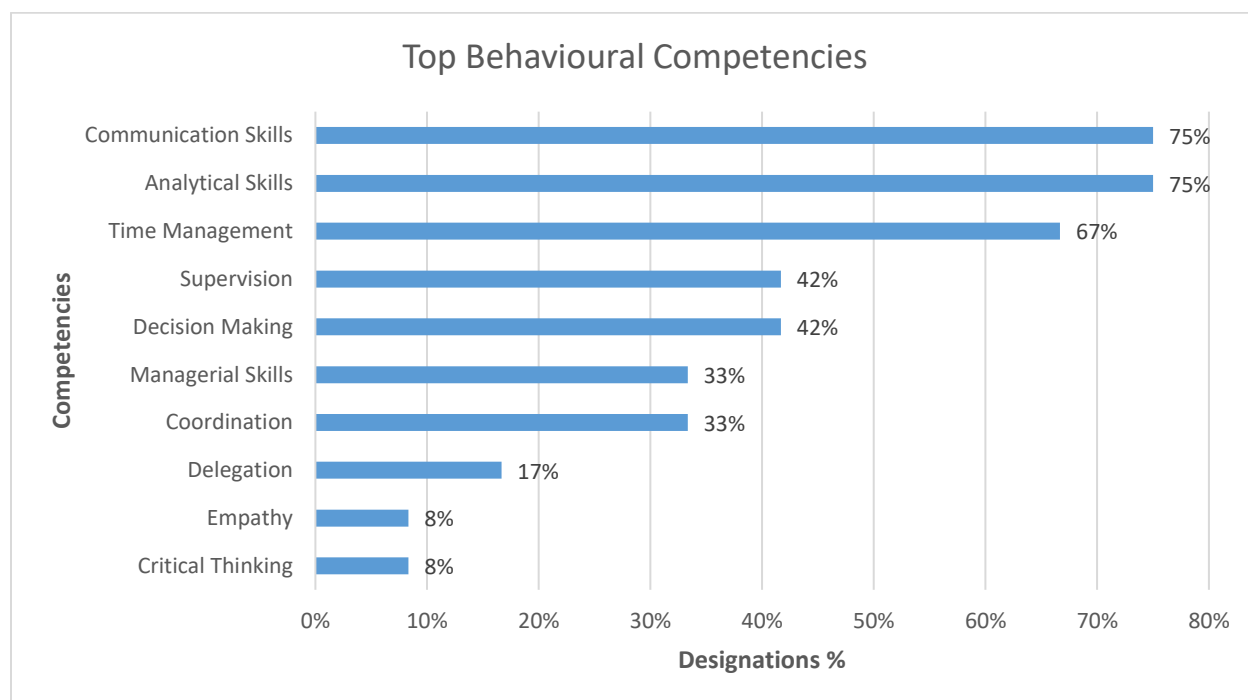
The top 5 'Behavioural Competencies' under Junior-Management are: -

1. Communication Skills
2. Analytical Skills
3. Time Management
4. Supervision
5. Decision Making

4.2.2. Functional Competency Needs

The figure below depicts top 'Functional Competencies' requirements for designations under Junior-Management.

Figure 9: Top Functional Competencies

Top Functional Competencies

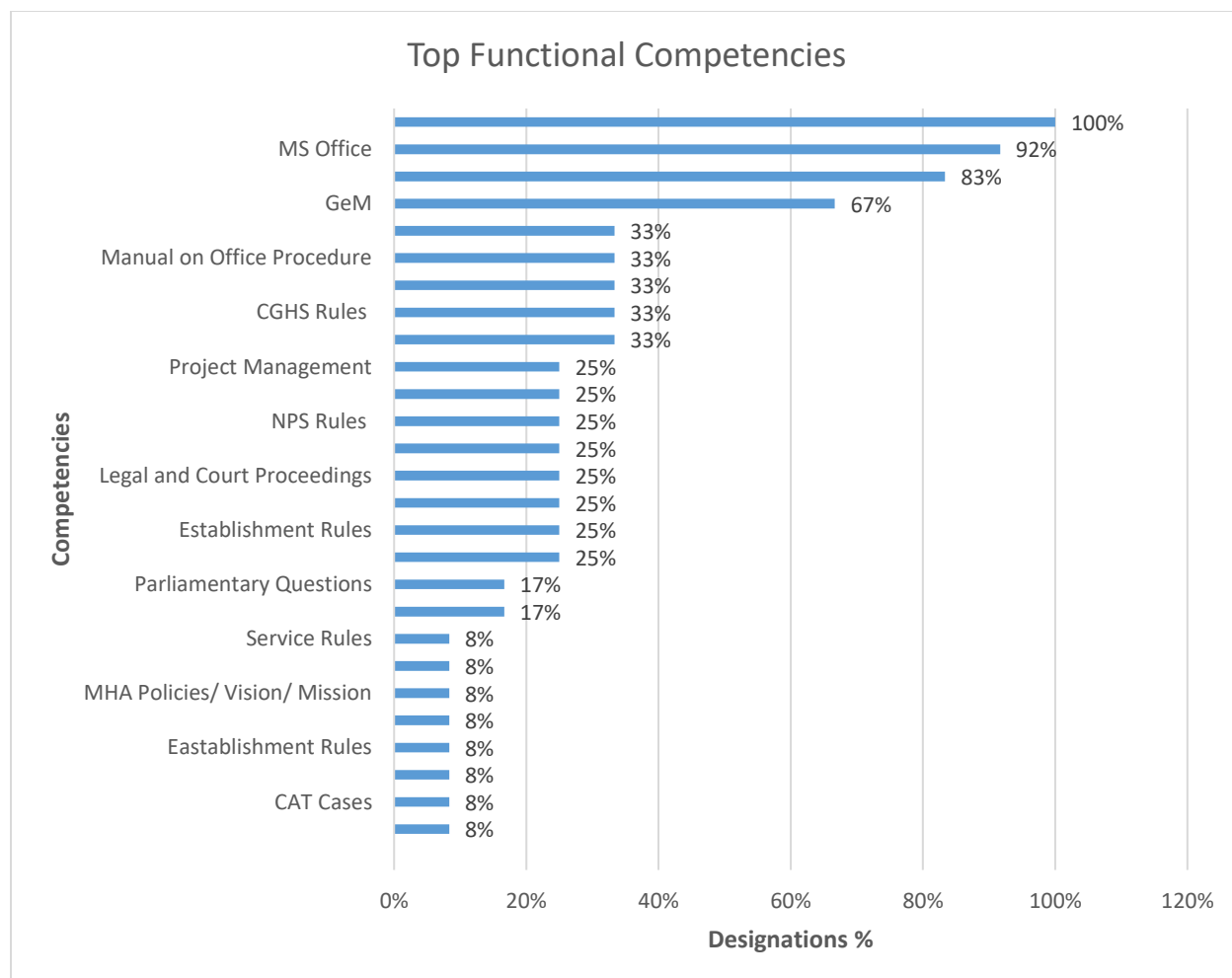| Competency	%
	100%
MS Office	92%
	83%
GeM	67%
	33%
Manual on Office Procedure	33%
	33%
CGHS Rules	33%
	33%
Project Management	25%
	25%
NPS Rules	25%
	25%
Legal and Court Proceedings	25%
	25%
Establishment Rules	25%
	25%
Parliamentary Questions	17%
	17%
Service Rules	8%
	8%
MHA Policies/ Vision/ Mission	8%
	8%
Eastablishment Rules	8%
	8%
CAT Cases	8%
	8%

X-axis: Designations %

The top 5 'Functional Competencies' under Junior-Management are: -

1. e-Office
2. MS Office
3. Video Calling Tools (Webex/ Microsoft Teams/ NIC Video)
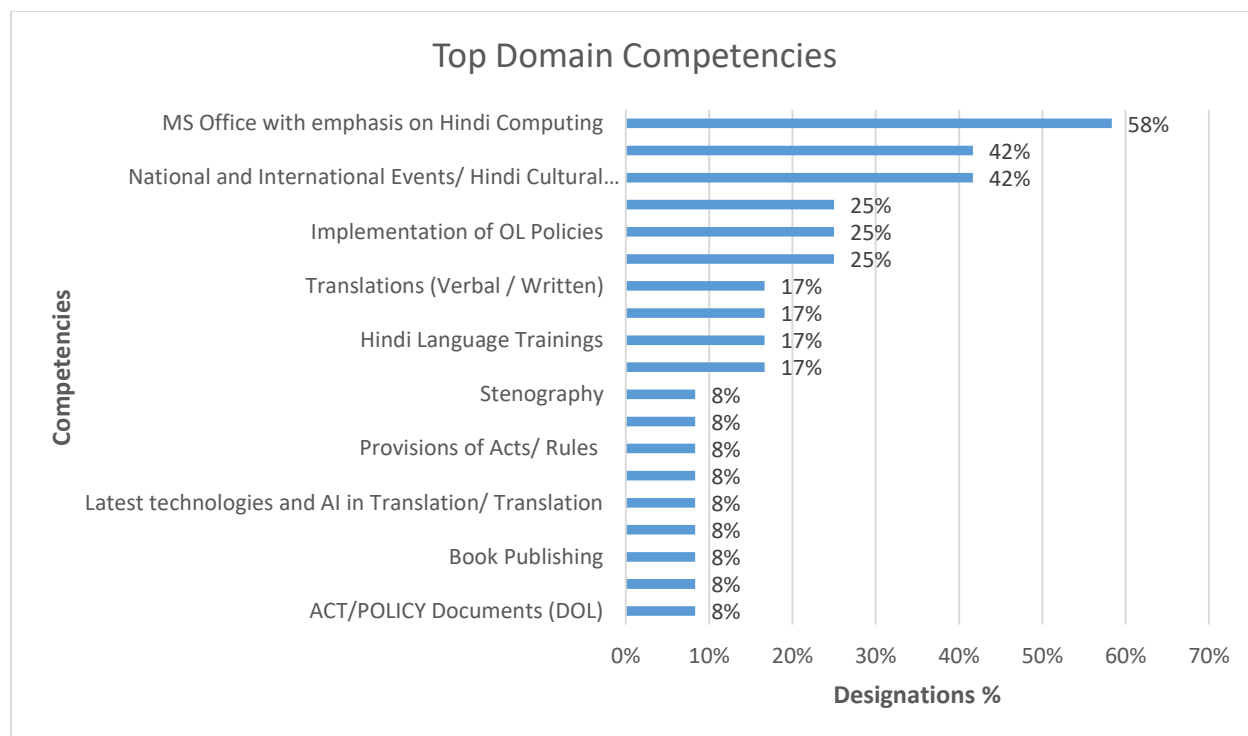4. GeM
5. RTI

4.2.3. Domain Competency Needs

The figure below depicts top 'Domain Competencies' requirements for designations under Junior-Management.

Figure 10: Top Domain Technology Competencies

The top 5 'Domain Competencies' under the Junior-Management category are: -

1. MS Office with emphasis on Hindi Computing
2. Hindi Language Courses
3. National and International Events/ Hindi Cultural Exchange
4. *Kanthastha* 2.0
5. Implementation of OL Policies

4.3. Capacity Needs for DOL (Middle and Junior Management)

The impact of CNA (Capacity Need Analysis) can be successfully brought out after a cross competency assessment is rooted in an analysis ranging across the competencies elaborated upon Functional, Behavioural and Domain categories across the 16 existing designations.

Management Levels	Number of Unique Designations	Number of Employees
Middle and Junior	16	35

4.3.1. Behavioral Competency Needs

The figure below depicts top 'Behavioural Competencies' across sixteen designations.

Figure 11: Top Behavioral Competencies
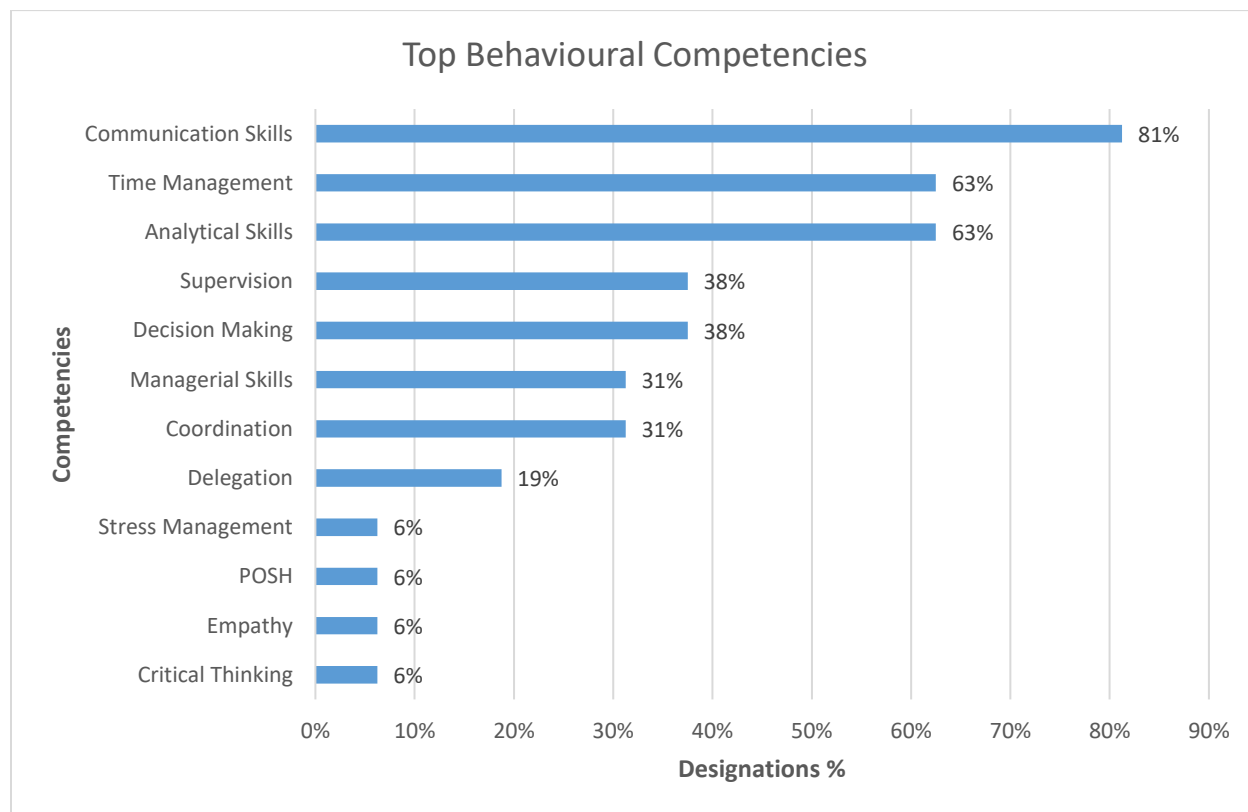
The top 5 'Behavioural Competencies' across sixteen designations are: -

1. Communication Skills
2. Time Management
3. Analytical Skills
4. Supervision
5. Decision Making

4.3.2. Functional Competency Needs

The figure below depicts top 'Functional Competencies' across sixteen designations.

Figure 12: Top Functional Competencies

Top Functional Competencies
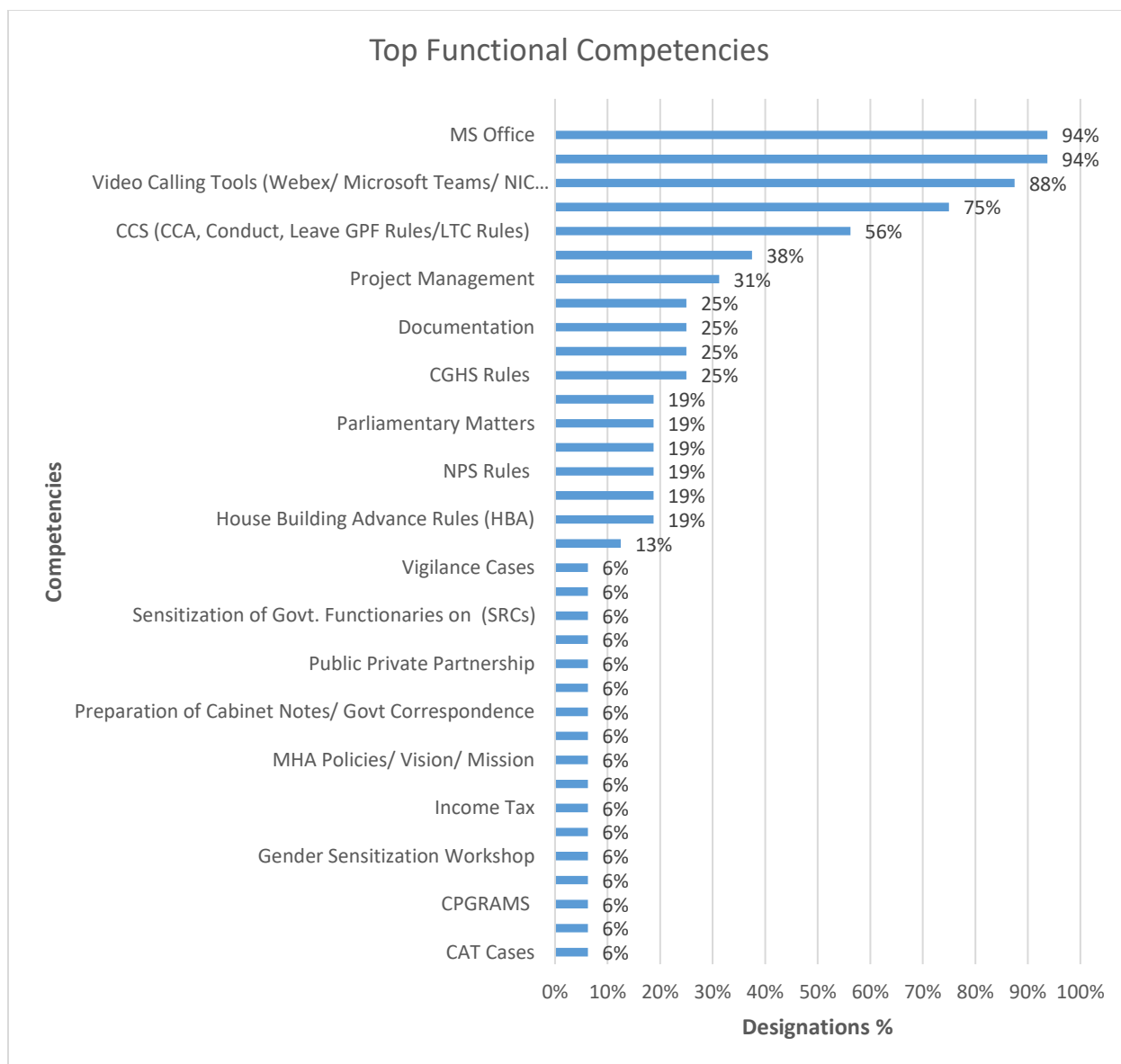
The top 'Functional Competencies' across sixteen designations are: -
1. MS Office
2. e-Office
3. Video Calling Tools (Webex, Microsoft Teams, NIC Video)
4. GeM
5. CCS (CCA, Conduct, Leave GPF Rules/ LTC Rules)

4.3.3. Domain Competency Needs

The figure below depicts top 'Domain Competencies' across sixteen designations.

Figure 13: Top Digital Technology Competencies
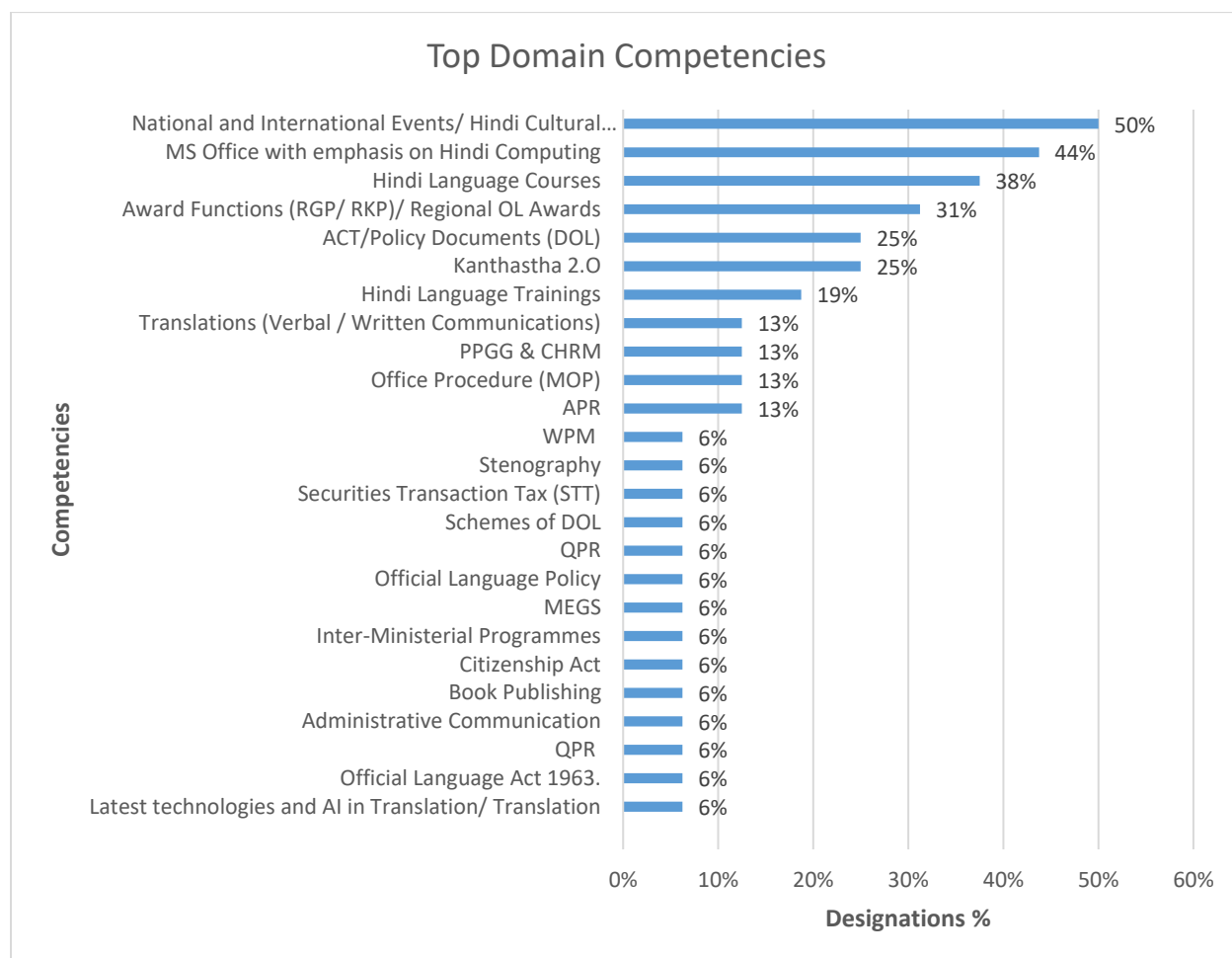
The top 'Domain Competencies' across sixteen designations are: -
1. National and International Events/ Hindi Cultural Exchange
2. MS Office with emphasis on Hindi Computing
3. Hindi Language Courses
4. Award Functions (RGP/RKP/ Regional OL Awards)
5. ACT/Policy Documents/ Kanthastha 2.0

5. Annual Capacity Building Plan (ACBP)

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

5.1. Individual Capacity Building Initiative (Training Interventions)

Based on the capacity need assessment, competency across behavioral, functional and domain were identified and revised as per logical groups. Furthermore, the training needs in accordance with the competency were identified in conjunction with the available courses across multiple online and offline training platforms/ institutes.

Competency levels are a framework used to define and measure the skills and knowledge required for effective performance in a particular role or task. Competency-based training interventions are designed to develop and enhance these skills and knowledge in individuals. There are typically four levels of competency that training interventions aim to address.

The training for relevant competencies across the categories may be covered through digital training platform - iGOT Karmayogi, department's own training institutes or other governmental institutes. The detailed competency to training mapping can be accessed via **Annexure 2**.

Table 5: Training courses for top competencies across Behavioural, Functional and Domain are mentioned below.

Competency Type	Competency Name	Course Name	Institute/ Platform	Proficiency Level	Applicable Designations	Mandatory / Optional	Duration
Behavioural	Communication Skills	• Communication and Soft Skills • Effective Communication	• Indian Railways Institute of Transport Management • iGOT	Basic	Middle and Junior Management	Mandatory	-
Behavioural	Time Management	Time Management	iGOT	Basic	Middle and Junior Management	Mandatory	1 hour 15 minutes
Behavioural	Analytical Skills	Master Your Decision Making	Udemy	Basic	Middle and Junior	Optional	4.5 hours

Competency Type	Competency Name	Course Name	Institute/ Platform	Proficiency Level	Applicable Designations	Mandatory / Optional	Duration
		and Critical Thinking Skills			Management		
Behavioural	Supervision	Supervisory Skills	Institute of Secretariat Training and Management	Basic	Middle Management	Mandatory	-
Behavioural	Decision Making	Decision Making: Solve Problems with Emotional Intelligence	Udemy	Basic	Middle Management	Mandatory	-
Functional	MS Office	Microsoft Excel for Beginners, Microsoft PowerPoint Beginners, Microsoft Word Beginners	iGOT	Basic	Middle and Junior Management	Mandatory	12 hours
Functional	e-Office	e-Office	NIC	Basic	Middle and Junior Management	Mandatory	-
Functional	Video Calling Tools	Microsoft Teams	iGOT	Basic	Middle and Junior Management	Optional	2 hours 14 minutes
Functional	GeM	Government-e-Marketplace	iGOT	Basic	Junior Management	Optional	1 hour 9 minutes
Functional	CSS	Disciplinary Proceedings in Government	iGOT	Basic	Junior Management	Optional	3.95 hours
Domain	Kanthastha 2.0	Kanthastha 2.0 Memory Based Translation Software	DOL Website	Basic	Middle and Junior Management	Mandatory	-
Domain	OL Policies	Can be developed in consultation with CHTI/CTB as part of the induction training module	CHTI/CTB	Basic	Junior Management	Optional	-

A list of additional courses on self-motivation, leadership and life skills are given below: -

Table 5: Courses on life-skills, self-motivation and leadership are mentioned below.

Competency Type	Competency Name/ Life Skill	Course Name	Institute/ Platform	Proficiency Level	Applicable Designations	Mandatory/ Optional	Duration
Behavioural	Motivation	1. Motivation 2. How to Motivate Employees (So That Productivity Increases)	1. iGOT 2. Udemy	Basic	Middle and Junior Management	Mandatory	1 hour 8 minutes -
Behavioural	Leadership	Self-Leadership	iGOT	Basic	Middle and Junior management	Mandatory	1 hour 16 minutes
Behavioural	Stress Busting	Y-Break for 5 Minute Yoga at Workplace	iGOT	Basic	Middle and Junior management	Mandatory	23 minutes 53 seconds
Behavioural	Art of Living	Increasing Your Emotional Quotient	iGOT	Basic	Middle and Junior management	Mandatory	1 hour

5.2. Organizational Capacity Building Initiative (Non-Training Interventions)

To support capacity building plan, organizational interventions are imperative. These are initiative that improve the shared aspect within which officials across the Department operate. This includes interventions across the following dimensions:

- Processes
- Resources and Assets
- Partnerships & Relationship
- Technology and Data
- Personnel management

The table below showcases key potential organizational interventions across various afore-mentioned categories which can be further deliberated to formalize action plans.

Table 1: Potential organizational interventions

Intervention Type	Category	Recommendation *(Indicative)*
Processes	Knowledge generation and management	**Process and Output Documentation**: Documenting all processes and related outputs of DOL so that they are easily accessible. **Knowledge Transfer**: Knowledge transfer sessions between the officials at peer level shall be conducted for sharing the work experiences. For seamless transfer of the same, development of a Knowledge Management System (KMS) is prescribed.
Resources and Assets	Infrastructure development	- Establishment of TOLICs, knowledge dissemination centers and a capacity building mindset. - Documenting case studies of successful projects/ programs/ schemes conducted by DOL.
Partnerships and Relationships	Partner and outreach program	- Outreach system for citizens through mobile/ web-based applications/contact center for DOL schemes and initiatives. - Partnership/ membership with Hindi affirmative centres domestically and internationally as part of the expansion initiatives of the department.
Technology and Data	Data and Asset Management	- A centralized repository to be created for all assets of DOL for having a 360-degree view, soft, physical, and online. - All organizational data such as vigilance matters, reply to parliament queries etc. (but not limited to) shall be centrally stored in a repository to facilitate preventive/mitigation measures
Personnel Management	Training Support (Learning and Development)	- Continues support of Capacity Building Unit (CBU) for leading the L&D function for DOL. - Deployment of a web based online portal for tracking the training courses to be taken up by DOL officials in online/ offline mode. - Hiring/ appointing/ bringing onboard subject matter experts (non-trainers) either on a part-time or full-time basis to impart effective up-skilling initiatives.

Note: *These interventions need to be evaluated by CBU for formalizing initiatives and action plans*

Annexures

Annexure 1 – Digital Online Courses

Competency Type	Competency Name	Course Name	Institute/ Platform	Proficiency Level	Applicable Designations	Mandatory/ Optional	Duration
Behavioural	Empathy	Emotional Intelligence	iGot	Basic	Junior Management, Middle Management	Mandatory	45 minutes
Behavioural	POSH	Prevention of Sexual Harassment	iGot	Basic	Junior Management, Middle Management	Mandatory	2 hours 51 minutes
Behavioural	Stress Management	Stress Management	iGot	Basic	Junior Management, Middle Management	Mandatory	1 h 15 minutes
Behavioural	Time Management	Time Management	iGot	Basic	Junior Management, Middle Management	Mandatory	1 h 15 minutes
Behavioural	Communication Skills	Effective Management	iGot	Advanced	Junior Management, Middle Management	Mandatory	7h 19 minutes
Functional	CAT Cases	Handling CAT Cases	iGot	Basic	Junior Management	Optional	1h 19 minutes
Functional	Cash and Accounts	Finance and Accounts	iGot	Basic	Junior Management	Optional	41 minutes

Competency Type	Competency Name	Course Name	Institute/ Platform	Proficiency Level	Applicable Designations	Mandatory/ Optional	Duration
Functional	Gender Senitisation Workshop	Gender Sensitivity	iGot	Basic	Junior Management, Middle Management	Mandatory	50 minutes 6 seconds
Functional	Preparation of Cabinet Notes/ Govt Correspondence	Preparation of Cabinet Notes	iGOT	Basic	Junior Management	Mandatory	5h 10 minutes
Functional	Public Governance (Ethics and Values)	Ethics and Values	iGot	Basic	Junior Management, Middle Management	Optional	50 m
Functional	Public Private Partnership	Public Private Partnerships (PPP) for Infrastructure Projects	iGot	Basic	Middle Management	Optional	2h 15 minutes
Functional	Manual on Office Procedure	Office Procedure	iGot	Basic	Junior Management	Mandatory	2h 17 minutes
Functional	NPS Rules	Family Pension Under NPS	iGot	Basic	Junior Management, Middle Management	Mandatory	9 minutes 34 seconds
Functional	Parliamentary Matters	Parliamentary Procedures	iGot	Basic	Junior Management, Middle Management	Mandatory	2 hours

Competency Type	Competency Name	Course Name	Institute/ Platform	Proficiency Level	Applicable Designations	Mandatory/ Optional	Duration
Functional	Pension Rules	Level III Training Program to Develop Functional Competencies	iGot	Advanced	Junior Management	Optional	16 hours 40 minutes
Functional	CGHS Rules	Central Government Health Schemes (CGHS) and Central Services MA Rules	iGOT	Basic	Junior Management, Middle Management	Optional	1 hour
Functional	Project Management	Project Management	iGOT	Basic	Middle Management	Mandatory	2 hours
Functional	RTI	Right to Information Act, (2005)	iGOT	Basic	Junior Management, Middle Management	Mandatory	47 minutes
Functional	GeM	Government-e-Marketplace	iGOT	Basic	Junior Management	Mandatory	1 hour 9 minutes
Functional	Video Calling Tools (Webex/ Microsoft Teams/ NIC Video Calling)	Microsoft Teams	iGot	Basic	Junior Management, Middle Management	Mandatory	2 hours 14 minutes
Functional	MS Office	Microsoft Excel for Beginners, Microsoft PowerPoint Beginners, Microsoft Word Beginners	iGOT	Basic	Junior Management, Middle Management	Mandatory	7 hours 3 minutes, 2 hours 41 minutes, 2 hours 56 minutes
Functional	e-Office	e-office	NIC	Basic	Junior Management,	Mandatory	-

Competency Type	Competency Name	Course Name	Institute/ Platform	Proficiency Level	Applicable Designations	Mandatory/ Optional	Duration
					Middle Management		
Domain	APR	Annual Performance Appraisal Report (Hindi)	iGOT	Basic	Junior Management	Mandatory	34 minutes
Domain	Hindi Language Trainings	Rajbhasha Hindi	iGOT	Basic	Junior Management	Mandatory	13 minutes 32 seconds

Annexure 2 – Physical/Hybrid

Competency Type	Competency Name	Course Name	Institute/ Platform	Proficiency Level	Applicable Designations	Mandatory/ Optional	Duration
Behavioural	Delegation	Delegation Skills - Basics	Udemy	Basic	Middle Management	Optional	-
Behavioural Behavioural	Coordination	Leadership and Team Effectiveness	IIT Roorkee	Basic	Middle and Junior Management	Mandatory	-
Behavioural Behavioural	Managerial Skills	Managerial Skills	Institute of Secretariat Training and Management	Basic	Middle Management	Optional	-
Behavioural Behavioural	Decision Making	Decision Making: Solve Problems with Emotional Intelligence	Udemy	Basic	Middle Management	Mandatory	4 hours

Behavioural	Supervision	Supervisory Skills	Institute of Secretariat Training and Management	Basic	Middle Management	Mandatory	-
Behavioural	Analytical Skills	Analytical Thinking Best Practices of Fortune 500 Leaders	Udemy	Basic	Middle and Junior Management	Optional	-
Behavioural	Interpersonal Effectiveness	Training on Effectiveness of Communication	National Institute of Defence Estates Management	Advanced	Middle and Junior Management	Optional	-
Functional	Finance (Expenditure)	Administration and Accounts	Institute of Government Accounts and Finance	-	Middle and Junior Management	Mandatory	-
Functional	GFR (2017)	• GFR - Procurement of Goods and Services • Government e-Marketplace and Financial Rules	• Indian Statistical Service Training Division • National Academy of Indian Railways	Basic	Middle Management	Mandatory	-
Functional	Income Tax	Formulation and Implementation of Budget and Income Tax	Institute of Secretariat Training and Management	Basic	Middle Management	Mandatory	-

Functional	RFP Drafting	Writing Proposals	Udemy	Basic	Middle Management	Optional	-
Functional	Vigilance Cases	Administrative Vigilance	Institute of Secretariat Training and Management	Basic	Middle Management	Mandatory	-
Functional	Administrative Communication/ Administrative Conduct	Code of Conduct for Government Employees	iGOT	Basic	Middle and Junior Management	Optional	35 minutes
Functional	Office Manuals	Office Procedure	iGOT	Basic	Junior Management	Mandatory	-
Functional	Court and Legal Proceedings	Legal and Establishment Course	National Industrial Security Academy	Basic	Middle and Junior Management	Mandatory	-
Functional	Documentation	Noting, drafting, and preparing cabinet notes	Secretariat Training and Management	Basic	Junior Management	Mandatory	-
Functional	CCS (CCA, Conduct, Leave, GPF Rules/ LTC Rules)	Disciplinary Proceedings in Government	iGOT	Advanced	Junior Management	Optional	3 hours 57 minutes
Domain	Book Publishing	Book Publishing: Certified Book Publisher	Udemy	Advanced	-	Optional	-
Domain	Stenography	Hindi Stenography	Central Hindi Training Institutes (CHTI)	Basic	Junior Management	Mandatory	1 year

Domain	Translations	*Kanthastha* 2.0 Memory Based Translation Software	DOL Website	Basic	Junior Management	Optional	-
Domain	Kanthastha 2.0	*Kanthastha* 2.0 Memory Based Translation Software	DOL Website	Basic	Junior and Middle Management	Optional	-