CAPACITY BUILDING COMMISSION

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ANNUAL CAPACITY BUILDING PLAN
DEPARTMENT OF SCIENTIFIC AND INDUSTRIAL RESEARCH

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List of Acronyms

Abbreviation	Full Form
A2K+	Access to Knowledge for Technology Development and Dissemination
AMPRI	Advanced Materials and Processes Research Institute
APCTT	Asian and Pacific Centre for Transfer of Technology
BCSIR	Bangladesh Council of Scientific and Industrial Research
BIRD-crf	Building Industrial Research & Development and Common Research Facilities
BVLOS	Beyond Visual Line of Sight
BWO	Backward-wave oscillator
CAIRD	CSIR Award for S&T Innovations for Rural Development
CAMS	Collaboration & Messaging Service
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CBU	Capacity Building Unit
CDJTA	CSIR Diamond Jubilee Technology Awards
CEL	Central Electronics Limited
CP-GRAMS	Centralized Public Grievance Redress and Monitoring System
CRTDH	Common Research and Technology Development Hubs
CSIR	Council of Scientific and Industrial Research
DoPT	*Department of Personnel and Training*
DG	*Director General*
DSIR	*Department of Scientific and Industrial Research*
e-HRMS	Electronic Human Resource Management System
ERP	Enterprise Resource Planning
EOR	Enhanced oil recovery
ESD	Electrostatic discharge
eVTOL	Electric Vertical Take-Off and Landing
FA	Financial Advisor
FBR	Focused Basic Research
FGD	Focus Group Discussion
FI	Fiscal Incentives for Scientific Research
GAN	Generative adversarial networks
GLOF	Glacial Lake Outburst Flood
GPF	General Provident Fund
HARIT	Harnessing Appropriate Rural Interventions and Technologies
HBA	House Building Advance
HESCO	Himalayan Environmental Studies & Conservation
HRDC	Human Resource Development Centre
HRDG	Human Resource Development Group
iCREATE	International Centre for Entrepreneurship and Technology
ICT	Information and Communications Technology
iGOT	Integrated Government Online Training
IISC	Indian Institute of Science

Abbreviation	Full Form
IITs	Indian Institutes of Technology
IOT	Internet of Things
IP	Intellectual Property
IPU	Innovation Protection Unit
IRD	Industrial Research & Development
ISTAD	International Science & Technology Affairs Directorate
IT	Information Technology
ITeG	Information Technology and e-Governance
ITeS	Information Technology Enabled Services
KMS	Knowledge Management System
LAN	Local Area Network
LTC	Leave Travel Concession
M&E	Monitoring and Evaluation
MEMS	Micro Electromechanical Systems
MIS	Management Information Systems
MMV	Medicines for Malaria Venture
MOU	Memorandum of Understanding
MSE	Micro and Small Enterprises
MSME	Ministry of Micro, Small and Medium Enterprises
MSW	Municipal Solid Waste
MTS	Multi-Tasking Staff
NCP	Niche Creating High Science/ High Technology Projects
NDA	Non-Disclosure Agreement
NCSM	National Council of Science Museum
NIC	National Informatics Centre
NIScPR	National Institute of Science Communication and Policy Research
NITI	National Institution for Transforming India
NMITLI	New Millennium Indian Technology Leadership Initiative
NPCSCB	National Programme for Civil Services Capacity Building
NRDC	National Research Development Corporation
PACE	Patent Acquisition and Collaborative Research and Technology Development
PFRI	Public Funded Research Institutions
PIDPI	Public Interest Disclosure and Protection of Informer
PIMS	Personnel Information Management System
PMHRC	Prime Minister's Public Human Resource Council
PMU	Programme Management Unit
PRISM	Promoting Innovations in Individuals, Start-ups and Ministry of Micro, Small and Medium Enterprises
PSE	Public Sector Enterprises
R&D	Research and Development
RAB	Recruitment and Assessment Board
RDI	Recognition of in-house Research & Development Units
RF	Radio Frequency

Abbreviation	Full Form
RPAS	Remotely Piloted Aircraft Systems
RR	Recruitment Rules
RSC	Royal Society of Chemistry
RTI	Right to Information
SAN	Storage Area Network
SCDD	Science Communication and Dissemination Directorate
SHG	Self Help Group
SIRO	Scientific and Industrial Research Organizations
TDUPW	Technology Development and Utilization Programme for Women
TKDL	Traditional Knowledge Digital Library
TMD	Technology Management Directorate
TWT	Traveling-wave tube
UAV	Unmanned Aerial Vehicle
URDIP	Unit for Research and Development of Information Products
VVPAT	Voter Verifiable Paper Audit Trail

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.

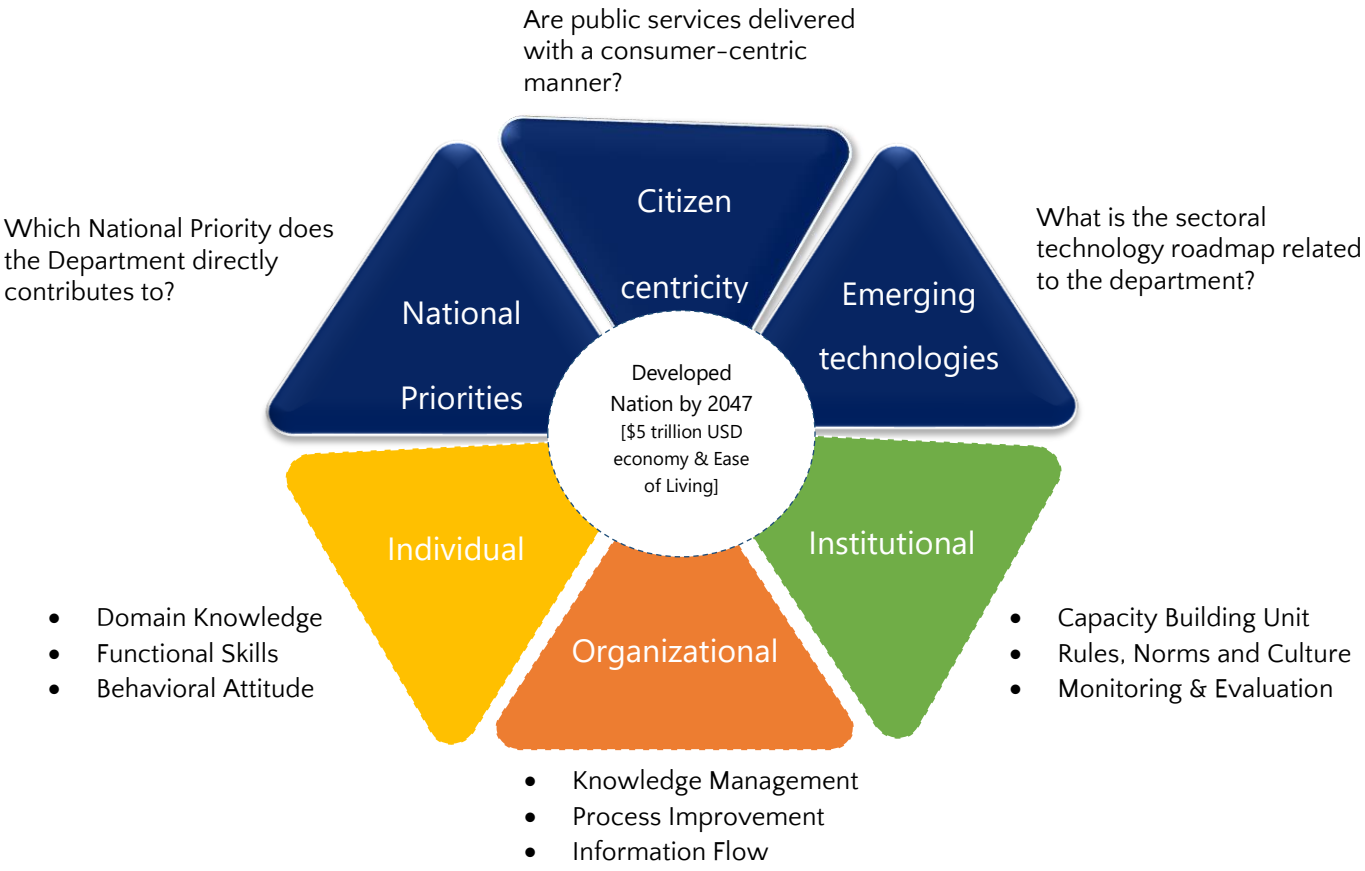
The CBC has been engaging and supporting several Ministries as part of its mandate to support preparation of annual CBP. This document is the Draft Capacity Building Plan with a roadmap for implementation for the Department of Scientific & Industrial Research and Council of Scientific & Industrial Research, Government of India developed as per the framework and guidelines set up by the CBC and prepared in consultation with the officials of DSIR and CSIR.

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.

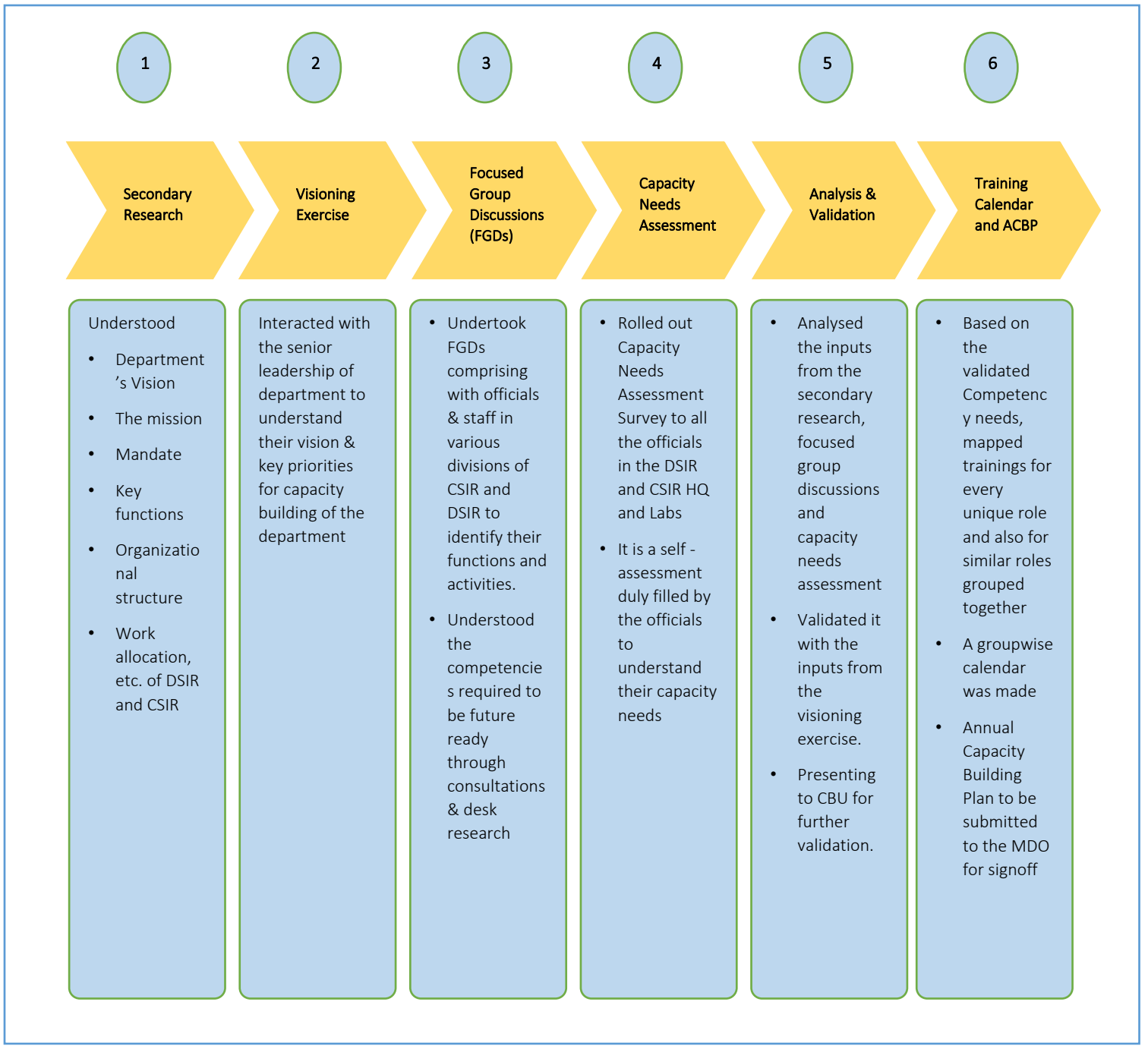
1.4. Approach

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



1.5. 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 Capacity Building Unit and Heads of the Directorates and Units of CSIR & Jt. Secretary DSIR, Heads of Divisions 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/ scientific/ 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 DSIR, CSIR Headquarter, CSIR Labs and Common Cadre staff and incorporated them in ACBP of CSIR. The training calendars are the result of the above steps performed. Starting from Secondary Research to Validating the finding with the Council & the Department.

2. Training Calendar

The following table represents the training calendar of DSIR and CSIR

2.1. CSIR HQ & Labs Scientific Group-Wise Training Calendar

2.1.1. Director Level – Senior Scientist Level

Designations	Competency	Type	Level	Course Code - iGOT	When	Courses Other than iGOT
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Innovation, global developments, emerging trends & perspectives	Functional	Advance	FN00024*, CSIR-HRDC 002	Y1 Q3-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Scientific Project Management and Writing Detailed Project Report	Functional	Advance	FN00005, FN00075,	Y1 Q3-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Improving productivity using AI and Chat GPT	Functional	Basic	FN00076	Y1 Q3-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Technology Transfer	Functional	Advance	CSIR HRDC	Y1 Q3-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Public Policy	Functional	Basic	FN00037, FN00038	Y1 Q3-Q4	-

Designations	Competency	Type	Level	Course Code - iGOT	When	Courses Other than iGOT
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Quantum Computing	Functional	Basic	To be developed	Y2	OT0122
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	S&T roadmap for SDGs	Functional	Advance	To be developed	Y2	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Innovation & Entrepreneurship	Functional	Advance	To be developed	Y2	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Design thinking	Functional	Advance	To be developed	Y2	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Effective collaboration in research	Functional	Advance	To be developed	Y2	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Effective teamwork with cross-functional, multi-disciplinary research teams	Functional	Advance	To be developed	Y2	-

Designations	Competency	Type	Level	Course Code - iGOT	When	Courses Other than iGOT
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Interdisciplinary research	Functional	Advance	To be developed	Y2	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Grants Administration	Functional	Basic	Upcoming Courses	Y2	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Oversight skillset for principal investigator	Functional	Basic	To be developed	Y2	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Professional guidelines, code of ethics & ethical research	Functional	Basic	To be developed	Y2	-
Scientist H (Outstanding Scientist)	New Fund Flow Process	Functional	Basic	To be developed	Y2	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Stakeholder Analysis & Management	Behavioral	Advance	BH00029*	Y1-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Conceptual Thinking	Behavioral	Basic	BH00003	Y1 Q3-Q4	OT0078
Director, Scientist H (Outstanding Scientist),	Empathy	Behavioral	Basic	BH00004	Y1 Q2-Q3	OT0086

Designations	Competency	Type	Level	Course Code - iGOT	When	Courses Other than iGOT
Scientist G (Chief Scientist)						
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Delegation	Behavioral	Basic	BH00016	Y1 Q3-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Citizen Centricity First	Behavioral	Basic	BH00015	Y1-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Networking skills - lab/industry/academia	Behavioral	Advance	To be developed	Y2	OT0071
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Planning and Coordination	Behavioral	Advance	Upcoming Courses	Y2	OT0096
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Problem Solving of higher degree	Behavioral	Advance	Upcoming Courses	Y2	OT0103, OT0104
Director, Scientist H (Outstanding Scientist),	Conflict solving strategies	Behavioral	Basic	Upcoming Courses	Y2	OT0073

Designations	Competency	Type	Level	Course Code – iGOT	When	Courses Other than iGOT
Scientist G (Chief Scientist)						
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Assertiveness	Behavioral	Basic	To be developed	Y2	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Science Diplomacy	Behavioral	Basic	To be developed	Y1-Q4	OT0052
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Optimistic thinking	Behavioral	Basic	To be developed	Y1-Q4	-
Director, Scientist H (Outstanding Scientist), Scientist G (Chief Scientist)	Tolerance	Behavioral	Basic	To be developed	Y1-Q4	-

2.1.2.Scientist Level – Scientist F

Designations	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Scientist F	Innovation, global developments, emerging trends & perspectives	Functional	Advance	FN00024*, CSIR-HRDC 002	Y1 Q3-Q4	-
Scientist F	Scientific Project Management and Writing Detailed Project Report	Functional	Advance	FN00005, FN00075,	Y1 Q3-Q4	-
Scientist F	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
Scientist F	Securing IPRs	Functional	Advance	FN00025	Y1-Q4	-
Scientist F	Technology Transfer	Functional	Advance	CSIR HRDC	Y1 Q3-Q4	-
Scientist F	Scientific communication skills - narrative tools	Functional	Advance	FN00042	Y1-Q4	OT0024
Scientist F	S&T roadmap for SDGs	Functional	Advance	To be developed	Y2	-
Scientist F	Innovation & Entrepreneurship	Functional	Advance	To be developed	Y2	-
Scientist F	Design thinking	Functional	Advance	To be developed	Y2	-
Scientist F	Grants Administration	Functional	Basic	Upcoming Courses	Y2	OT0015
Scientist F	Persuasive Grant writing	Functional	Basic	Upcoming Courses	Y2	OT0041
Scientist F	Quantum Computing	Functional	Basic	To be developed	Y2	OT0122
Scientist F	Effective collaboration in research	Functional	Advance	To be developed	Y2	-

Designations	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Scientist F	Effective teamwork with cross-functional, multi-disciplinary research teams	Functional	Advance	To be developed	Y2	-
Scientist F	Interdisciplinary research	Functional	Advance	To be developed	Y2	-
Scientist F	Develop, plan and experimental design process & skills	Functional	Basic	To be developed	Y2	-
Scientist F	Investigative approach to product development	Functional	Basic	To be developed	Y2	-
Scientist F	Oversight skillset for principal investigator	Functional	Basic	To be developed	Y2	-
Scientist F	Professional guidelines, code of ethics & ethical research	Functional	Basic	To be developed	Y2	-
Scientist F	New Fund Flow Process	Functional	Basic	To be developed	Y2	-
Scientist F	Self-management	Behavioral	Advance	BH00004, BH00009*	Y1-Q4	-
Scientist F	Problem Solving of higher degree	Behavioral	Advance	BH00003	Y1-Q4	OT0103, OT0104
Scientist F	Team-Working	Behavioral	Advance	BH00012, BH00013	Y1-Q4	-
Scientist F	Conceptual Thinking	Behavioral	Basic	BH00001	Y1 Q3-Q4	-
Scientist F	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	-
Scientist F	Ethics and Values in Life	Behavioral	Basic	BH00017, BH00018*	Y1 Q3-Q4	-

Designations	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Scientist F	Leading Others	Behavioral	Basic	BH00023, BH00006, CSIR-HRDC 012	Y1 Q3-Q4	-
Scientist F	Science Diplomacy	Behavioral	Basic	FN00042	Y1 Q4	OT0024
Scientist F	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
Scientist F	Planning and Coordination	Behavioral	Advance	Upcoming Courses	Y2	OT0096
Scientist F	Strategic Thinking	Behavioral	Advance	To be developed	Y2	OT0076, OT0077, OT0120
Scientist F	Networking skills - lab/industry/academia, Stakeholder Analysis & Management	Behavioral	Advance	To be developed	Y2	-
Scientist F	Running effective meetings	Behavioral	Advance	To be developed	Y2	-
Scientist F	Optimistic Thinking	Behavioral	Basic	To be developed	Y2	-
Scientist F	Tolerance	Behavioral	Basic	To be developed	Y2	-
Scientist F	Assertiveness	Behavioral	Basic	To be developed	Y2	-
Scientist F	Commitment to the Organisation- research aligned to organization's goals	Behavioral	Basic	To be developed	Y2	-

Designations	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Scientist F	Giving feedback	Behavioral	Basic	To be developed	Y2	-

2.1.3.Scientist Level – Scientist C, Scientist EI, Scientist EII

Designations	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
Scientist C, Scientist EI, Scientist EII	Data analysis, planning & preparing	Functional	Advance	FN00016*, FN00017	Y1-Q4	OT0006, OT0007, OT0008
Scientist C, Scientist EI, Scientist EII	Innovation, global developments, emerging trends & perspectives	Functional	Advance	FN00024*, CSIR-HRDC 002	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Scientific Project Management and Writing Detailed Project Report	Functional	Advance	FN00005, FN00075,	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Writing Annual Performance Assessment Report	Functional	Basic	FN00075	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Improving productivity using AI and Chat GPT	Functional	Basic	FN00076	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Emerging Technologies Level 1	Functional	Basic	MY00002*	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Effective teamwork with cross-functional, multi-disciplinary research teams	Functional	Advance	BH00012, BH00013	Y1-Q4	-
Scientist C, Scientist EI, Scientist EII	Securing IPRs	Functional	Advance	FN00025	Y1-Q4	-
Scientist C, Scientist EI, Scientist EII	Scientific communication skills - narrative tools	Functional	Advance	FN00042	Y1-Q4	-
Scientist C, Scientist EI, Scientist EII	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Technology Transfer	Functional	Advance	CSIR HRDC	Y1 Q3-Q4	-

Designations	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
Scientist C, Scientist EI, Scientist EII	MS Office	Functional	Advance	FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Scientific writing and publishing	Functional	Advance	To be developed	Y2	OT0060
Scientist C, Scientist EI, Scientist EII	Open Peer Reviewing	Functional	Advance	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	S&T roadmap for SDGs	Functional	Advance	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Innovation & Entrepreneurship	Functional	Advance	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Design thinking	Functional	Advance	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Effective collaboration in research	Functional	Advance	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Interdisciplinary research	Functional	Advance	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Develop, plan and experimental design process & skills	Functional	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Interpreting scientific results	Functional	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Laboratory research skills	Functional	Basic	To be developed	Y2	-

Designations	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
Scientist C, Scientist EI, Scientist EII	Managing research tools & data	Functional	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Oversight skillset for principal investigator	Functional	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Professional guidelines, code of ethics & ethical research	Functional	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Selection and refinement of area of interest	Functional	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Survey techniques, data collection, measure study variables	Functional	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	New Fund Flow Process	Functional	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Self-Management	Behavioral	Advance	BH00004, BH00009*	Y1-Q4	-
Scientist C, Scientist EI, Scientist EII	Ethics and Values in Life	Behavioral	Basic	BH00017, BH00018*	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Communication skills	Behavioral	Basic	BH00001	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Conceptual Thinking	Behavioral	Basic	BH00003	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	-
Scientist C, Scientist EI, Scientist EII	Team-Working	Behavioral	Advance	BH00012, BH00013	Y1-Q4	-
Scientist C, Scientist EI, Scientist EII	Innovative Thinking	Behavioral	Basic	FN00024*	Y1 Q3-Q4	OT0099, OT0100,

Designations	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
						OT0101, OT0102
Scientist C, Scientist EI, Scientist EII	Decision Making	Behavioral	Advance	BH00003	Y1-Q4	OT0082
Scientist C, Scientist EI, Scientist EII	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
Scientist C, Scientist EI, Scientist EII	Networking skills - lab/industry/academia	Behavioral	Advance	To be developed	Y2	OT0071
Scientist C, Scientist EI, Scientist EII	Strategic Thinking	Behavioral	Advance	To be developed	Y2	OT0076, OT0077, OT0120
Scientist C, Scientist EI, Scientist EII	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Tolerance	Behavioral	Basic	To be developed	Y2	-
Scientist C, Scientist EI, Scientist EII	Commitment to the Organisation- research aligned to organization's goals	Behavioral	Basic	To be developed	Y2	OT0072
Scientist C, Scientist EI, Scientist EII	Desire for Knowledge	Behavioral	Basic	To be developed	Y2	OT0108

2.1.4.Technical Staff Level

Designations	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
TA, TO, STO 1,2,3	Scientific Project Management and Writing Detailed Project Report	Functional	Advance	FN00005, FN00075,	Y1 Q3-Q4	-
TA, TO, STO 1,2,3	Data analysis, planning & preparing	Functional	Advance	FN00016*, FN00017	Y1-Q4	OT0006, OT0007, OT0008
TA, TO, STO 1,2,3	Scientific communication skills - narrative tools	Functional	Advance	FN00042	Y1-Q4	-
TA, TO, STO 1,2,3	Writing Annual Performance Assessment Report	Functional	Basic	FN00075	Y1 Q3-Q4	-
TA, TO, STO 1,2,3	Improving productivity using AI and Chat GPT	Functional	Basic	FN00076	Y1 Q3-Q4	-
TA, TO, STO 1,2,3	Emerging Technologies Level 1	Functional	Basic	MY00002*	Y1 Q3-Q4	-
TA, TO, STO 1,2,3	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
TA, TO, STO 1,2,3	Scientific writing and publishing	Functional	Advance	To be developed	Y1-Q4	OT0060
TA, TO, STO 1,2,3	Technology Transfer	Functional	Advance	CSIR HRDC	Y1 Q3-Q4	-
TA, TO, STO 1,2,3	MS Office	Functional	Advance	FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058	Y1 Q3-Q4	-

Designations	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
TA, TO, STO 1,2,3	Open Peer Reviewing	Functional	Advance	To be developed	Y2	-
TA, TO, STO 1,2,3	S&T roadmap for SDGs	Functional	Advance	To be developed	Y2	-
TA, TO, STO 1,2,3	Innovation & Entrepreneurship	Functional	Advance	To be developed	Y2	-
TA, TO, STO 1,2,3	Design thinking	Functional	Advance	To be developed	Y2	-
TA, TO, STO 1,2,3	Develop, plan and experimental design process & skills	Functional	Basic	To be developed	Y2	-
TA, TO, STO 1,2,3	Interpreting scientific results	Functional	Basic	To be developed	Y2	-
TA, TO, STO 1,2,3	Investigative approach to product development	Functional	Basic	To be developed	Y2	-
TA, TO, STO 1,2,3	Laboratory research skills	Functional	Basic	To be developed	Y2	-
TA, TO, STO 1,2,3	Managing research tools & data	Functional	Basic	To be developed	Y2	-
TA, TO, STO 1,2,3	Professional guidelines, code of ethics & ethical research	Functional	Basic	To be developed	Y2	-
TA, TO, STO 1,2,3	Survey techniques, data collection, measure study variables	Functional	Basic	To be developed	Y2	-
TA, TO, STO 1,2,3	Decision Making	Behavioral	Advance	BH00003	Y2	-
TA, TO, STO 1,2,3	Self-Management	Behavioral	Advance	BH00004, BH00008, BH00009*	Y2	-

Designations	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
TA, TO, STO 1,2,3	Ethics and Values in Life	Behavioral	Basic	BH00017, BH00018*	Y1 Q3-Q4	-
TA, TO, STO 1,2,3	Knowledge sharing & mentorship	Behavioral	Basic	BH00022	Y1 Q3-Q4	-
TA, TO, STO 1,2,3	Innovative Thinking	Behavioral	Basic	FN00024*	Y1 Q3-Q4	OT0099, OT0100, OT0101, OT0102
TA, TO, STO 1,2,3	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
TA, TO, STO 1,2,3	Attention to detail	Behavioral	Basic	To be developed	Y2	OT0098
TA, TO, STO 1,2,3	Desire for Knowledge	Behavioral	Basic	To be developed	Y2	OT0108
TA, TO, STO 1,2,3	Team-Working	Behavioral	Advance	To be developed	Y2	-
TA, TO, STO 1,2,3	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
TA, TO, STO 1,2,3	Tolerance	Behavioral	Basic	To be developed	Y2	-

2.2. Other Key Training Courses

During the CNA validation workshop held on 4th July 2023 at CSIR HRDC Ghaziabad, the CSIR senior leadership & Capacity Building Unit (CBU) recommended certain competencies that are either required by the staff across the organization and in some cases that shall be required by the scientific and other than scientific staff. These have been listed below and may be taken up by the relevant staff of the Directorates and labs in CSIR and DSIR as applicable.

S. No.	Role Level	Competency	Type	Level	Course Code	When
1.	Relevant Staff	Parliamentary Assurances	F	Basic	FN00036	Q3-Q4
2.	Business Development Office Staff in CSIR Labs	Marketing Techniques	F	Basic	To be developed	Q4
3.	Staff close to Retirement	Management of Personal Health	B	Basic	Residential Course By NPC-PRaWeSH : Program on Retirement and Well-being after Succession-planning & Handover	Q3-Q4
4.	Staff close to Retirement	Contribution/Help towards Organization	B	Basic		
5.	Stores and Purchase and Admin Staff	Supply Chain Management (For raw materials and finished goods)	F	Basic	To be developed	Q4
6.	Relevant Staff	Global Tender Enquiry (GTE)	F	Basic	To be developed	Q4

S. No.	Role Level	Competency	Type	Level	Course Code	When
7.	DG's Executive Staff	Complaints Handling	F	Basic	To be developed	Q4
8.	All newly appointed staff (Director & below staff)	Selection of area of interest within the mandate of the Lab, or as decided by the CSIR HQ/ R&D innovation aligned to the National priorities	D	Basic	To be developed	Q4
9.	Scientific Staff and other relevant staff members	Create 2 minutes Short Scientific Video Content	F	Basic	To be developed	Q4
10.	All staff	POSH[1]	B	Basic	MY00001, CSIR-HRDC 006	Q2-Q3

Further, some of the other trainings that can be looked at include-

1. Technology costing
2. Transfer of Technology & commercialisation
3. Domain specific trainings related to 'Ethics' that may include Animal ethics, Stem Cell, Bio-safety ethics etc.
4. S&P trainings by Competition Commission of India (CCI)

[1] Special course with additional Do's and Don'ts for female staff may be created to prevent misuse of the Act

2.3. CSIR - Common Cadre (Overall) Training Calendar

As discussed in the CNA validation workshop held on 4th July 2023 at CSIR HRDC Ghaziabad, the CSIR senior leadership & Capacity Building Unit (CBU) recommended that as the training needs for Common Cadre staff of CSIR Labs are similar to that of Common Cadre staff of CSIR HQ, the training calendar for common cadre staff for CSIR HQ and CSIR Labs shall remain the same

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Administrative cadre	Senior	Joint Secretary Admin	Central civil conduct code	Functional	Advance	FN00077	Y1-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	GeM marketplace	Functional	Advance	FN00043, FN00044, FN00045, FN00007*, CSIR-HRDC 013, CSIR-HRDC 015	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	MS Office	Functional	Advance	FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
Administrative cadre	Senior	Joint Secretary Admin	RTI resolutions	Functional	Advance	CSIR-HRDC 003, Upcoming Courses	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Team Management	Functional	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Project appraisal and Management	Functional	Basic	FN00004, FN00005, FN00075, FN00006	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	General Financial Rules2017	Functional	Advance	Upcoming Courses	Y2	-
Administrative cadre	Senior	Joint Secretary Admin	E-Office (NIC applications - email, messenger, cloud storage and others	Functional	Advance	To be developed	Y2	-
Administrative cadre	Senior	Joint Secretary Admin	Communication skills	Behavioral	Advance	BH00001	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Decision Making	Behavioral	Advance	BH00003	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Ethics and Values in Life	Behavioral	Advance	BH00017, BH00018*	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Planning and Coordination	Behavioral	Advance	Upcoming Courses	Y2	-
Administrative cadre	Senior	Joint Secretary Admin	Self-motivated	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Self-Leadership	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Administrative cadre	Senior	Joint Secretary Admin	Team Management & Development	Behavioral	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Professionalism and code of conduct	Behavioral	Basic	FN00029*	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Delegation	Behavioral	Basic	BH00016	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
Administrative cadre	Senior	Joint Secretary Admin	Tolerance	Behavioral	Basic	To be developed	Y2	-
Administrative cadre	Senior	Joint Secretary Admin	Optimistic Thinking	Behavioral	Basic	To be developed	Y2	-
Administrative cadre	Senior	Joint Secretary Admin	Assertiveness	Behavioral	Basic	To be developed	Y2	-
Administrative cadre	Senior	Joint Secretary Admin	Citizen Centricity First	Behavioral	Basic	To be developed	Y2	-
Administrative cadre	Senior	Joint Secretary Admin	Commitment to the Organisation- research aligned to organization's goals	Behavioral	Basic	To be developed	Y2	-
Administrative cadre	Senior	Joint Secretary Admin	Conflict solving strategies	Behavioral	Basic	Upcoming Courses	Y2	-
Administrative cadre	Senior	Joint Secretary Admin	Consultation and Consensus Building	Behavioral	Basic	To be developed	Y2	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Central civil conduct code	Functional	Advance	FN00077	Y1-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	GeM marketplace	Functional	Advance	FN00043, FN00044, FN00045, FN00007*, CSIR-HRDC 013, CSIR-HRDC 015	Y1 Q3-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	MS Office	Functional	Advance	FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058	Y1 Q3-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	RTI resolutions	Functional	Advance	CSIR-HRDC 003, Upcoming Courses	Y1 Q3-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Team Management	Functional	Advance	BH00012, BH00013	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Grammar training for cabinet note EFC or office order	Functional	Basic	FN00035*	Y1 Q3-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	General Financial Rules2017	Functional	Advance	Upcoming Courses	Y2	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	E-Office, NIC applications - email, messenger, cloud storage and others	Functional	Advance	To be developed	Y2	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Office protocols	Functional	Advance	To be developed	Y2	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Writing proficiency	Functional	Advance	To be developed	Y2	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	National Anthem Flag code of India and state emblem of India	Functional	Basic	To be developed	Y2	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Organogram	Functional	Basic	To be developed	Y2	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	New Fund Flow Process	Functional	Basic	To be developed	Y2	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Ethics and Values in Life	Behavioral	Advance	BH00017, BH00018*	Y1 Q3-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Professionalism and code of conduct	Behavioral	Basic	FN00029*	Y1 Q3-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Tolerance	Behavioral	Basic	To be developed	Y2	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Delegation	Behavioral	Basic	BH00016	Y1 Q3-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Negotiation skills	Behavioral	Basic	BH00001, BH00002	Y1 Q3-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Organisational Awareness - Multidisciplinary approach	Behavioral	Basic	To be developed	Y2	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Administrative cadre	Mid	Sr. CoA/ Sr DS, CoA/ DS, AO/US & SO (Gen.)	Running effective meetings	Behavioral	Basic	To be developed	Y2	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Central civil conduct code	Functional	Advance	FN00077	Y1-Q4	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	GeM marketplace	Functional	Advance	FN00043, FN00044, FN00045, FN00007*, CSIR-HRDC 013, CSIR-HRDC 015	Y1 Q3-Q4	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	General Financial Rules2017	Functional	Advance	Upcoming Courses	Y2	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	MS Office	Functional	Advance	FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058	Y1 Q3-Q4	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	E-Office: NIC applications - email, messenger, cloud storage and others	Functional	Advance	To be developed	Y2	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Office protocols	Functional	Advance	FN00051*	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	RTI resolutions	Functional	Advance	CSIR-HRDC 003, Upcoming Courses	Y1 Q3-Q4	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Team Management	Functional	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Writing proficiency	Functional	Advance	Upcoming Courses	Y2	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Self-management	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Team-Working	Behavioral	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
Administrative cadre	Junior	JSA, SSA & ASO (Gen.)	Tolerance	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Central civil conduct code	Functional	Advance	FN00077	Y1-Q4	-
Finance cadre	Senior	Financial Adviser	GeM marketplace	Functional	Advance	FN00043, FN00044, FN00045, FN00007*, CSIR-HRDC	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
						013, CSIR-HRDC 015		
Finance cadre	Senior	Financial Adviser	MS Office	Functional	Advance	FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	RTI resolutions	Functional	Advance	CSIR-HRDC 003, Upcoming Courses	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Team Management	Functional	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Project appraisal and Management	Functional	Basic	FN00004, FN00005, FN00075, FN00006	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	General Financial Rules2017	Functional	Advance	Upcoming Courses	Y2	-
Finance cadre	Senior	Financial Adviser	E-Office (NIC applications - email, messenger, cloud storage and others	Functional	Advance	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Communication skills	Behavioral	Advance	BH00001	Y1	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
							Q3-Q4	
Finance cadre	Senior	Financial Adviser	Decision Making	Behavioral	Advance	BH00003	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Ethics and Values in Life	Behavioral	Advance	BH00017, BH00018*	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Planning and Coordination	Behavioral	Advance	Upcoming Courses	Y2	-
Finance cadre	Senior	Financial Adviser	Self-motivated	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Self-Leadership	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Team Management & Development	Behavioral	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Professionalism and code of conduct	Behavioral	Basic	FN00029*	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Delegation	Behavioral	Basic	BH00016	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	-
Finance cadre	Senior	Financial Adviser	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
Finance cadre	Senior	Financial Adviser	Tolerance	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Finance cadre	Senior	Financial Adviser	Assertiveness	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Citizen Centricity First	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Commitment to the Organisation- research aligned to organization's goals	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Conflict solving strategies	Behavioral	Basic	Upcoming Courses	Y2	-
Finance cadre	Senior	Financial Adviser	Consultation and Consensus Building	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Leading Others	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Developing Others	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Monitoring & Evaluation	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Strategic Management techniques	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Senior	Financial Adviser	Stress Management	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Central civil conduct code	Functional	Advance	FN00077	Y1-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	GeM marketplace	Functional	Advance	FN00043, FN00044, FN00045,	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
						FN00007*, CSIR-HRDC 013, CSIR-HRDC 015		
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	General Financial Rules2017	Functional	Advance	Upcoming Courses	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	MS Office	Functional	Advance	FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058	Y1 Q3-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	E-Office: NIC applications - email, messenger, cloud storage and others	Functional	Advance	To be developed	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Office protocols	Functional	Advance	To be developed	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Team Management	Functional	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Budgeting and accountability	Functional	Basic	Upcoming Courses	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	IFD framework	Functional	Basic	FN00002*	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Implementation of SPARROW System of APAR	Functional	Basic	FN00075	Y1 Q3-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Communication skills	Behavioral	Advance	BH00001	Y1 Q3-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Ethics and Values in Life	Behavioral	Advance	BH00017, BH00018*	Y1 Q3-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Self-Management	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Team-Working	Behavioral	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Tolerance	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Professionalism and code of conduct	Behavioral	Basic	FN00029*	Y1 Q3-Q4	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Attention to detail	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Citizen Centricity First	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Commitment to the Organisation- research aligned to organization's goals	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Finance cadre	Mid	Sr. CoFA, CoFA, F&AO	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Central civil conduct code	Functional	Advance	FN00077	Y1-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	GeM marketplace	Functional	Advance	FN00043, FN00044, FN00045, FN00007*, CSIR-HRDC 013, CSIR-HRDC 015	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	General Financial Rules2017	Functional	Advance	Upcoming Courses	Y2	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	MS Office	Functional	Advance	FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	E-Office: NIC applications - email, messenger, cloud storage and others	Functional	Advance	To be developed	Y2	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Office protocols	Functional	Advance	To be developed	Y2	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
Finance cadre	Junior	SO (Fin), ASO (F&A)	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Team Management	Functional	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Budgeting and accountability	Functional	Basic	Upcoming Courses	Y2	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	IFD framework	Functional	Basic	FN00002*	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Implementation of SPARROW System of APAR	Functional	Basic	FN00075	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Communication skills	Behavioral	Advance	BH00001	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Ethics and Values in Life	Behavioral	Advance	BH00017, BH00018*	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Self-Management	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Team-Working	Behavioral	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Tolerance	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Professionalism and code of conduct	Behavioral	Basic	FN00029*	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Attention to detail	Behavioral	Basic	To be developed	Y2	OT0098

Cadre	Role Level	Designation	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
Finance cadre	Junior	SO (Fin), ASO (F&A)	Citizen Centricity First	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Commitment to the Organisation-research aligned to organization's goals	Behavioral	Basic	To be developed	Y2	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	-
Finance cadre	Junior	SO (Fin), ASO (F&A)	Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1-Q4	-
Stenographic cadre	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO	Implementation of SPARROW System of APAR	Functional	Basic	FN00075	Y1 Q3-Q4	-
Stenographic cadre	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO	Cyber Security	Functional	Basic	FN00076	Y1 Q3-Q4	OT0128
Stenographic cadre	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS),	Communication skills	Behavioral	Advance	BH00001	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
		Sr. Stenographer (PS to JS), SO						
Stenographic cadre	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO	Ethics and Values in Life	Behavioral	Advance	BH00017, BH00018*	Y1 Q3-Q4	-
Stenographic cadre	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO	Self-Management	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	-
Stenographic cadre	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO	Team-Working	Behavioral	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Stenographic cadre	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
Stenographic cadre	Mid	PPS, PPS (F&AO),	Tolerance	Behavioral	Basic	To be developed	Y2	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
		Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO						
Stenographic cadre	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO	Professionalism and code of conduct	Behavioral	Basic	FN00029*	Y1 Q3-Q4	-
Stenographic cadre	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Central civil conduct code	Functional	Advance	FN00077	Y1-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P),	GeM marketplace	Functional	Advance	FN00043, FN00044, FN00045, FN00007*, CSIR-HRDC	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
		SPO (S&P), SSA (S&P),				013, CSIR-HRDC 015		
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	General Financial Rules2017	Functional	Advance	Upcoming Courses	Y2	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	MS Office	Functional	Advance	FN00052, FN00053, FN00054, FN00055*, FN00056, FN00057, FN00058	Y1 Q3-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	E-office: NIC applications - email, messenger, cloud storage and others	Functional	Advance	To be developed	Y2	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P),	Office protocols	Functional	Advance	FN00051*	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
		SPO (S&P), SSA (S&P),						
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Procurement and tender writing	Functional	Basic	FN00008, CSIR-HRDC 005	Y1 Q3-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Public Financial Management System	Functional	Basic	To be developed	Y2	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P),	Vendor Management	Functional	Basic	To be developed	Y2	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
		SPO (S&P), SSA (S&P),						
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Implementation of SPARROW System of APAR	Functional	Basic	FN00075	Y1 Q3-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Communication skills	Behavioral	Advance	BH00001	Y1 Q3-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Ethics and Values in Life	Behavioral	Advance	BH00017, BH00018*	Y1 Q3-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P),	Self-Management	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code-iGOT	When	Courses other than iGOT
		SPO (S&P), SSA (S&P),						
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Team-Working	Behavioral	Advance	BH00012, BH00013	Y1 Q3-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Tolerance	Behavioral	Basic	To be developed	Y2	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P),	Professionalism and code of conduct	Behavioral	Basic	FN00029*	Y1 Q3-Q4	-

Cadre	Role Level	Designation	Competency	Type	Level	Course Code- iGOT	When	Courses other than iGOT
		SPO (S&P), SSA (S&P),						
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Negotiation skills	Behavioral	Basic	BH00001, BH00002	Y1 Q3-Q4	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Running effective meetings	Behavioral	Basic	To be developed	Y2	-
Stores & Purchase cadre	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	Seeking Information	Behavioral	Basic	To be developed	Y2	-

The following points may be noted for all the training calendar-

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. *CBC will onboard new courses for the competencies marked as "Upcoming Courses" and these will be available in the next 6-12 months.*
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*

2.4. DSIR Training Calendar

2.4.1. Head of Division/Senior Level

Designations- Head of Division/Senior Level	Competency	Type	Level	IGOT Course Code	When	Courses Other than iGOT
Scientist G	Innovation, global developments, emerging trends & perspectives	Functional	Advance	FN00024*, CSIR-HRDC 002	Y1 Q3-Q4	OT0132
Scientist G	Scientific Project Management	Functional	Advance	FN00005,FN00075	Y1 Q3-Q4	OT0041, OT0053, OT0018, OT0135
Scientist G	Cyber Security	Functional	Basic	FN00019*	Y1 Q3-Q4	OT0128
Scientist G	Public Policy	Functional	Basic	FN00037, FN00038	Y1 Q3-Q4	OT0042, OT0043, OT0136
Scientist G	Ethics and Values in Life	Behavioral	Basic	BH00017, BH00018*	Y1 Q3-Q4	OT0067, OT0068, OT0069
Scientist G	Conceptual Thinking	Behavioral	Basic	BH00003	Y1 Q3-Q4	OT0078
Scientist G	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	OT0086
Scientist G	Innovative Thinking	Behavioral	Basic	FN00024*	Y1 Q3-Q4	OT0099, OT0100, OT0101, OT0102

Designations- Head of Division/Senior Level	Competency	Type	Level	IGOT Course Code	When	Courses Other than iGOT
Scientist G	Delegation	Behavioral	Basic	BH00016	Y1 Q3-Q4	OT0083
Scientist G	Communication skills	Behavioral	Basic	BH00001	Y1 Q3-Q4	OT0105, OT0106
Scientist G	Grants Administration	Functional	Basic	Upcoming Courses	Y2	OT0015, OT0016, OT0017, OT0018
Scientist G	Data analysis, planning & preparing	Functional	Advance	To be developed	Y2	OT0007, OT0008, OT0123
Scientist G	Effective teamwork	Functional	Advance	To be developed	Y2	OT0091, OT0092, OT0093
Scientist G	Safeguarding of information - IPRs	Functional	Advance	To be developed	Y2	OT0019
Scientist G	Scientific communication skills - narrative tools	Functional	Advance	To be developed	Y2	-
Scientist G	Selection and refinement of area of interest	Functional	Basic	To be developed	Y2	-
Scientist G	New Fund Flow Process	Functional	Basic	To be developed	Y2	-
Scientist G	Decision Making	Behavioral	Advance	To be developed	Y2	OT0082
Scientist G	Networking skills - lab/industry/academia	Behavioral	Advance	To be developed	Y2	-

Designations- Head of Division/Senior Level	Competency	Type	Level	IGOT Course Code	When	Courses Other than iGOT
Scientist G	Stakeholder Analysis & Management	Behavioral	Advance	To be developed	Y2	-
Scientist G	Strategic Thinking	Behavioral	Advance	To be developed	Y2	OT0120, OT0076, OT0077
Scientist G	Planning and Coordination	Behavioral	Advance	Upcoming Courses	Y2	OT0096
Scientist G	Conflict solving strategies	Behavioral	Basic	Upcoming Courses	Y2	OT0073
Scientist G	Negotiation skills	Behavioral	Basic	Upcoming Courses	Y2	OT0071
Scientist G	Science Diplomacy	Behavioral	Basic	To be developed	Y2	OT0052
Scientist G	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
Scientist G	Tolerance	Behavioral	Basic	To be developed	Y2	-
Scientist G	Consultation and Consensus Building	Behavioral	Basic	To be developed	Y2	OT0081

2.4.2.Mid Scientist Level

Designations	Competency	Type	Level	iGOT Course Code	When	Courses Other than iGOT
Scientist E, Scientist F	Innovation, global developments, emerging trends & perspectives	Functional	Advance	FN00024*, CSIR-HRDC 002	Y1 Q3-Q4	OT0132
Scientist E, Scientist F	Scientific Project Management	Functional	Advance	FN00005,FN00075	Y1 Q3-Q4	OT0041, OT0053, OT0018, OT0135
Scientist E, Scientist F	Public Policy	Functional	Basic	FN00037, FN00038	Y1 Q3-Q4	OT0042, OT0043, OT0136
Scientist E, Scientist F	Cyber Security	Functional	Basic	FN00019*	Y1 Q3-Q4	OT0128
Scientist E, Scientist F	Leading Others	Behavioral	Basic	BH00023,BH00006, CSIR-HRDC 012	Y1 Q3-Q4	OT0087, OT0088, OT0089, OT0090, OT0138
Scientist E, Scientist F	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	OT0086
Scientist E, Scientist F	Ethics and Values in Life	Behavioral	Basic	BH00017,BH00018*	Y1 Q3-Q4	OT0067, OT0068, OT0069
Scientist E, Scientist F	Planning and Coordination	Behavioral	Advance	Upcoming Courses	Y2	OT0096
Scientist E, Scientist F	Problem Solving of higher degree	Behavioral	Advance	Upcoming Courses	Y2	OT0103, OT0104

Designations	Competency	Type	Level	iGOT Course Code	When	Courses Other than iGOT
Scientist E, Scientist F	Data analysis, planning & preparing	Functional	Advance	To be developed	Y2	OT0007, OT0008, OT0123
Scientist E, Scientist F	Effective teamwork with cross-functional, multi-disciplinary research teams	Functional	Advance	To be developed	Y2	OT0091, OT0092, OT0093
Scientist E, Scientist F	Interdisciplinary research	Functional	Advance	To be developed	Y2	-
Scientist E, Scientist F	Safeguarding of information - IPRs	Functional	Advance	To be developed	Y2	OT0019
Scientist E, Scientist F	New Fund Flow Process	Functional	Basic	To be developed	Y2	-
Scientist E, Scientist F	Decision Making	Behavioral	Advance	To be developed	Y2	OT0082
Scientist E, Scientist F	Networking skills	Behavioral	Advance	To be developed	Y2	-
Scientist E, Scientist F	Running effective meetings	Behavioral	Advance	To be developed	Y2	-
Scientist E, Scientist F	Stakeholder Analysis & Management	Behavioral	Advance	To be developed	Y2	-
Scientist E, Scientist F	Strategic Thinking	Behavioral	Advance	To be developed	Y2	OT0120, OT0076, OT0077
Scientist E, Scientist F	Team-Work	Behavioral	Advance	To be developed	Y2	OT0091, OT0092, OT0093
Scientist E, Scientist F	Tolerance	Behavioral	Basic	To be developed	Y2	-
Scientist E, Scientist F	Science Diplomacy	Behavioral	Basic	To be developed	Y2	OT0052

2.4.3.Junior Scientist Level

Designations	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Scientist B, Scientist C, Scientist D	Innovation, global developments, emerging trends & perspectives	Functional	Advance	FN00024*, CSIR-HRDC 002	Y1 Q3-Q4	OT0132
Scientist B, Scientist C, Scientist D	Scientific Project Management	Functional	Advance	FN00005, FN0075	Y1 Q3-Q4	OT0041, OT0053, OT0018, OT0135
Scientist B, Scientist C, Scientist D	Public Policy	Functional	Basic	FN00037, FN00038	Y1 Q3-Q4	OT0042, OT0043, OT0136
Scientist B, Scientist C, Scientist D	Cyber Security	Functional	Basic	FN00019*	Y1 Q3-Q4	OT0128
Scientist B, Scientist C, Scientist D	Ethics and Values in Life	Behavioral	Basic	BH00017,BH00018*	Y1 Q3-Q4	OT0067, OT0068, OT0069
Scientist B, Scientist C, Scientist D	Innovative Thinking	Behavioral	Basic	FN00024*	Y1 Q3-Q4	OT0099, OT0100, OT0101, OT0102
Scientist B, Scientist C, Scientist D	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	OT0086
Scientist B, Scientist C, Scientist D	Conceptual Thinking	Behavioral	Basic	BH00003	Y1 Q3-Q4	OT0078
Scientist B, Scientist C, Scientist D	Communication skills	Behavioral	Basic	BH00001	Y1 Q3-Q4	OT0105, OT0106
Scientist B, Scientist C, Scientist D	Grants Administration	Functional	Basic	Upcoming Courses	Y2	OT0015, OT0016, OT0017, OT0018

Designations	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Scientist B, Scientist C, Scientist D	Data analysis, planning & preparing	Functional	Advance	To be developed	Y2	OT0007, OT0008, OT0123
Scientist B, Scientist C, Scientist D	Effective teamwork	Functional	Advance	To be developed	Y2	OT0091, OT0092, OT0093
Scientist B, Scientist C, Scientist D	Interdisciplinary research	Functional	Advance	To be developed	Y2	-
Scientist B, Scientist C, Scientist D	Safeguarding of information - IPRs	Functional	Advance	To be developed	Y2	OT0019
Scientist B, Scientist C, Scientist D	Scientific communication skills	Functional	Advance	To be developed	Y2	-
Scientist B, Scientist C, Scientist D	New Fund Flow Process	Functional	Basic	To be developed	Y2	-
Scientist B, Scientist C, Scientist D	Decision Making	Behavioral	Advance	To be developed	Y2	OT0082
Scientist B, Scientist C, Scientist D	Networking skills	Behavioral	Advance	To be developed	Y2	-
Scientist B, Scientist C, Scientist D	Running effective meetings	Behavioral	Advance	To be developed	Y2	-
Scientist B, Scientist C, Scientist D	Stakeholder Analysis & Management	Behavioral	Advance	To be developed	Y2	-
Scientist B, Scientist C, Scientist D	Strategic Thinking	Behavioral	Advance	To be developed	Y2	OT0120, OT0076, OT0077
Scientist B, Scientist C, Scientist D	Team-Work	Behavioral	Advance	To be developed	Y2	OT0091, OT0092, OT0093

Designations	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Scientist B, Scientist C, Scientist D	Planning and Coordination	Behavioral	Advance	Upcoming Courses	Y2	OT0096
Scientist B, Scientist C, Scientist D	Problem Solving of higher degree	Behavioral	Advance	Upcoming Courses	Y2	OT0103, OT0104
Scientist B, Scientist C, Scientist D	Conflict solving strategies	Behavioral	Basic	Upcoming Courses	Y2	OT0073
Scientist B, Scientist C, Scientist D	Negotiation skills	Behavioral	Basic	Upcoming Courses	Y2	OT0071
Scientist B, Scientist C, Scientist D	Optimistic thinking	Behavioral	Basic	To be developed	Y2	-
Scientist B, Scientist C, Scientist D	Tolerance	Behavioral	Basic	To be developed	Y2	-
Scientist B, Scientist C, Scientist D	Science Diplomacy	Behavioral	Basic	To be developed	Y2	OT0052

2.4.4.Junior Scientist Level

Designations	Competency	Type	Level	Course Code	When	Courses Other than iGOT
JTA/Junior Analyst	Data analysis	Functional	Advance	FN00017	Y1 Q3-Q4	OT0007, OT0008, OT0123
JTA/Junior Analyst	Cyber Security	Functional	Basic	FN00019*	Y1 Q3-Q4	OT0128
JTA/Junior Analyst	Communication skills	Behavioral	Advance	BH00001	Y1 Q3-Q4	OT0105, OT0106
JTA/Junior Analyst	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	OT0086
JTA/Junior Analyst	Conceptual Thinking	Behavioral	Basic	BH0003	Y1 Q3-Q5	OT0078
JTA/Junior Analyst	Ethics	Behavioral	Basic	BH00018*, BH00017, BH00007	Y1 Q3-Q4	OT0067, OT0068, OT0069
JTA/Junior Analyst	Innovation	Functional	Advance	Upcoming Course	Y2	OT0099, OT0100, OT0101, OT0102
JTA/Junior Analyst	Effective teamwork	Functional	Advance	To be developed	Y2	OT0091, OT0092, OT0093
JTA/Junior Analyst	Data collection	Functional	Basic	To be developed	Y2	OT0007, OT0008, OT0123
JTA/Junior Analyst	Tolerance	Behavioral	Basic	To be developed	Y2	-
JTA/Junior Analyst	Attention to detail	Behavioral	Basic	To be developed	Y2	OT0098
JTA/Junior Analyst	Commitment to the Organisation- research	Behavioral	Basic	To be developed	Y2	OT0072

Designations	Competency	Type	Level	Course Code	When	Courses Other than iGOT
	aligned to organization s goals					
JTA/Junior Analyst	Effective feedback	Behavioral	Basic	To be developed	Y2	-
JTA/Junior Analyst	Initiative and Drive	Behavioral	Basic	To be developed	Y2	OT0097
JTA/Junior Analyst	Running effective meetings	Behavioral	Basic	To be developed	Y2	-
JTA/Junior Analyst	Seeking Information	Behavioral	Basic	To be developed	Y2	OT0075

2.4.5.Other than Scientific Staff

Designation	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Deputy Secretary (Finance) Under Secretary (Budget)	Scientific Project Management and Writing Detailed Project Report	Functional	Advance	FN00075, FN00005	Y1 Q3-Q4	OT0041, OT0053, OT0018, OT0134
Deputy Secretary (Finance) Under Secretary (Budget)	Public Policy	Functional	Basic	FN00037, FN00038	Y1 Q3-Q4	OT0042, OT0043, OT0135
Deputy Secretary (Finance) Under Secretary (Budget)	Writing Annual Performance Assessment Report	Functional	Basic	FN00075	Y1 Q3-Q4	-
Deputy Secretary (Finance) Under Secretary (Budget)	Cyber Security	Functional	Basic	FN00019*	Y1 Q3-Q4	OT0128
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Communication skills	Behavioral	Advance	BH00001	Y1 Q3-Q4	OT0105, OT0106
Deputy Secretary (Finance) Under Secretary (Budget)	Citizen Centricity First	Behavioral	Basic	BH00015	Y1 Q3-Q4	OT0084
Deputy Secretary (Administration)	Conflict solving strategies	Behavioral	Basic	BH00002	Y1 Q3-Q4	OT0073

Designation	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Deputy Secretary (Finance) Under Secretary (Budget)						
Deputy Secretary (Administration) Under Secretary (Budget)	Delegation	Behavioral	Basic	BH00016	Y1 Q3-Q4	OT0083
Deputy Secretary (Finance)	Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	OT0086
Deputy Secretary (Finance) Under Secretary (Budget)	Equity	Behavioral	Basic	BH00005, BH00006	Y1 Q3-Q4	-
Deputy Secretary (Finance) Under Secretary (Budget)	Ethics	Behavioral	Basic	BH00018*, BH00017, BH00007	Y1 Q3-Q4	OT0067 OT0068 OT0069
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Leading Others	Behavioral	Basic	BH00006, BH00023	Y1 Q3-Q4	OT0087, OT0088, OT0089, OT0090, OT0138
Deputy Secretary (Administration) Deputy Secretary (Finance)	Negotiation skills	Behavioral	Basic	BH00002	Y1 Q3-Q4	OT0071

Designation	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Deputy Secretary (Finance) Under Secretary (Budget)	Organisational Awareness - Multidisciplinary approach	Behavioral	Basic	BH00007	Y1 Q3-Q4	OT0070
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Problem Solving of higher degree	Behavioral	Basic	BH00003	Y1 Q3-Q4	OT0103, OT0104
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Result Orientation	Behavioral	Basic	BH00028	Y1 Q3-Q4	OT0079
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Self-motivated	Behavioral	Basic	BH00008	Y1 Q3-Q4	-
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Self-Awareness and Self-Control	Behavioral	Basic	BH00004, BH00009*	Y1 Q3-Q4	OT0107

Designation	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Self-Confidence	Behavioral	Basic	BH00009*	Y1 Q3-Q4	OT0074
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Self-Management	Behavioral	Basic	BH00004, BH00009*	Y1 Q3-Q4	OT0107
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Conceptual Thinking	Behavioral	Basic	BH00003	Y1 Q3-Q4	OT0078
Deputy Secretary (Finance) Under Secretary (Budget)	Stakeholder Analysis & Management	Behavioral	Advance	Basic Course is available - BH00029*	Y1 Q3-Q4	-
Deputy Secretary (Administration) Deputy Secretary (Finance) Under Secretary (Budget)	Strategic Thinking	Behavioral	Advance	Upcoming Course	Y2	OT0120, OT0076, OT0077

Designation	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Deputy Secretary (Administration)	Team-Working	Behavioral	Advance	Upcoming Course	Y2	OT0091, OT0092, OT0093
Deputy Secretary (Finance)						
Under Secretary (Budget)						
Deputy Secretary (Administration)	Decision Making	Behavioral	Advance	Upcoming Course	Y2	OT0082
Deputy Secretary (Finance)						
Under Secretary (Budget)						
Deputy Secretary (Administration)	Consultation and Consensus Building	Behavioral	Advance	To be developed	Y2	OT0081
Deputy Secretary (Finance)						
Under Secretary (Budget)						
Deputy Secretary (Administration)	Innovative Thinking	Behavioral	Advance	To be developed	Y2	OT0099, OT0100, OT0101, OT0102
Deputy Secretary (Finance)						
Under Secretary (Budget)						
Under Secretary (Budget)	Knowledge sharing & mentorship	Behavioral	Advance	To be developed	Y2	OT0116
Deputy Secretary (Finance)	Networking skills – lab/industry/academia	Behavioral	Advance	To be developed	Y2	-

Designation	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Under Secretary (Budget)						
Deputy Secretary (Administration)	Planning and Coordination	Behavioral	Advance	To be developed	Y2	OT0096
Deputy Secretary (Finance)						
Under Secretary (Budget)						
Deputy Secretary (Finance)	Assertiveness	Behavioral	Basic	To be developed	Y2	-
Under Secretary (Budget)						
Deputy Secretary (Finance)	Attention to detail	Behavioral	Basic	To be developed	Y2	OT0098
Under Secretary (Budget)						
Deputy Secretary (Finance)	Commitment to the Organization- research aligned to organization s goals	Behavioral	Basic	To be developed	Y2	OT0072
Deputy Secretary (Administration)	Desire for Knowledge	Behavioral	Basic	To be developed	Y2	OT0108
Under Secretary (Budget)						
Deputy Secretary (Finance)	Giving feedback	Behavioral	Basic	To be developed	Y2	-
Deputy Secretary (Finance)	Initiative and Drive	Behavioral	Basic	To be developed	Y2	OT0097

Designation	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Under Secretary (Budget)						
Deputy Secretary (Finance)	Professional Integrity - peer review & benchmark	Behavioral	Basic	To be developed	Y2	OT0094
Deputy Secretary (Finance)	Recruitment	Behavioral	Basic	To be developed	Y2	-
Under Secretary (Budget)						
Deputy Secretary (Administration)	Running effective meetings	Behavioral	Basic	To be developed	Y2	-
Deputy Secretary (Finance)						
Deputy Secretary (Finance)	Scientific Temper: scientific know-why & technical know-how	Behavioral	Basic	To be developed	Y2	OT0115
Deputy Secretary (Finance)	Seeking Information	Behavioral	Basic	To be developed	Y2	OT0075
Under Secretary (Budget)						
Deputy Secretary (Finance)	Taking Accountability	Behavioral	Basic	To be developed	Y2	OT0080
Under Secretary (Budget)						
Deputy Secretary (Finance)	Tolerance	Behavioral	Basic	To be developed	Y2	-
Under Secretary (Budget)						

Designation	Competency	Type	Level	Course Code	When	Courses Other than iGOT
Deputy Secretary (Finance)	Optimistic Thinking	Behavioral	Basic	To be developed	Y2	-
Under Secretary (Budget)						

3. 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 other institutions (excluding iGOT courses)
    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	• Course completion certificates • Data available on iGOT platform	%	Completion of courses by 20% of	Completion of courses by 40% of	Quarterly	CBC, DSIR & CSIR
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	%	Completion of courses by 20% of	Completion of courses by 40% of	Quarterly	CBC, DSIR & CSIR

c. **Monitoring of organizational level capacity building interventions**

S.No.	Intervention	KPI's
1	**Learning and Reading Hour**	• In the first quarter, 20% of the staff to be covered in learning hour • Within 1 year 50% of the staff to be covered
6	**Induction Manual**	• Induction manual for all the Departments to be formulated within the next 6 months
2	**Mentorship Program**	• 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**	• 3-5 Staff members from each centre to be recognized / rewarded per month
4	**Virtual Kiosk**	• At least 1 virtual kiosk per month
5	**Immersion Programs**	• At least, 1 resource per division in a quarter to be nominated for the immersion programs
6	**x-MDO scientific staff collaboration**	• 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
7	**Science Leadership**	• Launch of programme over the next 6 months
8	**Policy Hub**	• Implement the Policy Hub in the current financial year
9	**Expense Reimbursement Portal and Budget Simulation tools:**	Within a year
11	**Implement a research data management system**	Within a year
12	**Subscription to business/ market intelligence competitive profiling tool:**	Within 6 months

d. **Evaluation**

a. The MDO administrator, through his / her admin account on iGOT, can access the IGOT course dashboard which includes all the date pertaining to enrolment, progress of courses, number of courses completed by each individual on iGOT. This information may be used for evaluating progress across set targets

b. The training calendar mentioned in section 2 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

Annexures

A. As-is assessment of the Ministry to develop a capacity building agenda

The As-is assessment report submitted earlier to the Capacity Building Commission and DSIR-CSIR as part of the first deliverable covers the details on the following:

- Functional overview of the Department
- The organogram
- Functions of the department
- Thematic Vision & Goals
- Citizen centric services & goals of the department
- The key programs & schemes
- Various divisions & units
- The National labs
- Designation wise role and activity mapping,
- The present technology use in the department including the opportunities in use of technology
- Emerging sectoral trends
- Ongoing capacity building programs

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

1. Focused Group Discussion (FGD)

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, scientific, technical and administration & finance staff that are associated with different division/ scheme/ program/ unit of the ministry/ department.

For DSIR, the Focused Group Discussions were conducted for the divisions of BIRD-crf, PACE, PRISM, A2K+,Admin and Co-ordination. A total of 39 officials were part of these FGD's. For CSIR the FGD'S were conducted for the units and directorates of CPD, ISTAD, IMD, TMD, URDIP, IPU, SCDD, ITD, HRDC, HRDG, TKDL and RAB. The FGD's at CSIR covered total 185 officials and a total of 224 of scientific and non-scientific staff in both the institutes.

DSIR

The Department of Scientific and Industrial Research (DSIR) is a part of the Ministry of Science and Technology, which was announced through a Presidential Notification, dated January 4, 1985 (74/2/1/8 Cab.) contained in the 164th Amendment of the Government of India (Allocation of Business) Rules, 1961. The Department of Scientific and Industrial Research (DSIR) has a mandate to carry out the activities relating to indigenous technology promotion, development, utilization and transfer.

The FGD's were conducted with the staff of DSIR on 2nd February 2023 and 10th February 2023. Further details have been mentioned below

Table 1: Number of officials covered at DSIR

Division / Section/ Unit / Cell Roles	Date	Total Staff Covered	Number of FGDs
• JS & Division Heads	2nd February 2023	10	1
• Scientists E & F • Scientists B, C & D • DS,US & SO,ASO, STO • PS & PPS	10th February 2023	29	3
	Total	39	4

Key learnings from FGD at DSIR

Roles	**Inputs from the Chief Scientists & Head of the DSIR Divisions**
Scientists	Trainings required on Project Management, **Data Analytics**, Procurement, IP, EFC, Writing Cabinet Note Exposure on **innovative ideas**, techniques followed across the globe Emerging trends in **benchmarking of R&D Infrastructure** Trainings and awareness of **IP rules** Trainings on **policy formulation** & **innovative writing & thinking** Training required on **leadership skills** Trainings on **Project Grants Management** Training required on **VR (Virtual reality)** & **AR (Augmented reality)** Trainings on **technology forecasting,** technology **assessment,** technology **development, deployment,** technology **management, commercialization** with industry and production at scale Exposure required on **Science diplomacy** and trainings on **behavioral aspects**
Directors, Deputy Secretary, Under Secretary, Section Officer, Assistant Section Officer	Orientation training required **on GFR rules** Trainings should be given on **budget, IFD, administration, vigilance** Trainings required on **procurement, policy implementation**
PS & PPS	Training on the **administrative related matters** should also be imparted to the PPS staff Trainings on **personal finance management** **Induction training** at the time of joining

Council of Scientific & Industrial Research

The Council of Scientific and Industrial Research, abbreviated as CSIR, was established by the Government of India in September 1942 as an autonomous body that has emerged as the largest research and development organization in India. CSIR is also among the world's largest publicly funded R&D organization which is pioneering sustained contribution to S&T human resource development in the country.

The Council of Scientific & Industrial Research (CSIR), known for its cutting-edge R&D knowledge base in diverse S&T areas, is a contemporary R&D organization. CSIR has a dynamic network of 37 national laboratories, 39 outreach centres, 1 Innovation Complexes, and three units with a pan-India presence.

The FGD's were conducted with the staff of CSIR between 26th December 2022 and 30th January 2023. Further details have been mentioned below

Table 2: Number of officials covered at CSIR

Directorate / Unit / Roles	Date	Total Staff Covered	Number of FGDs
• ISTAD, IMD, CPD & ITD	26th December 2022	7	1
• Financial Advisor, Sr. Deputy Financial Adviser	9th January 2023	4	1
• Jt. Secretary (Admin), Sr. Deputy Secretary (PD), Sr. Deputy Secretary (HR-I)Controller of Stores & Purchase	10th January 2023	4	1
• Distinguished Scientist & Chairman CSIR CBU , Controller General of Patents, Designs & TradeMark (CGPDTM)	6th January 2023	2	1
• ISTAD, IMD, CPD & ITD	11th January 2023	10`	1
• TMD, IPU,CSIR-URDIP	13th January 2023	34	1
• Section Officer (Central Office, RTI, Recruitment Cell, S&P, F&A, Gen, Vigilance, Central Office, Policy, Complaints, HR) • ASO (Gen, Central Office, CPD, F&A, DRC, CAD, Parliament) • Senior Secretariat Assistant (CAD, JS Office, Vigilance, Policy, Business, CO, RC, HR, DG Office) • Junior Secretariat Assistant	19th January 2023	71	3
• HRDC, HRDG, RAB	20th January 2023	15	1

Directorate / Unit / Roles	Date	Total Staff Covered	Number of FGDs
• HRDG ASO(EMR, Finance, Accounts, RAM, Bill) • HRDG & RAB Section Officers(F&A, Bill, EMR, Administration, S&P) • TKDL Scientists • HRDG Deputy Secretary	30th January 2023	38	4
	Total	185	14

The key suggestions identified during the FGD's were-

Directorate	Inputs
Central Planning Division (CPD)	• Training on **assessment** of a project on **Socio & Techno-impact** • Training to scientific group on **Financial and Administration** matters • Training on **Treasury Single accounting** • Trainings on drafting of **cabinet note** and **parliament assurances**
Innovation Management Directorate (IMD)	• Basic Training in **Financial Management**, **R & D Management** as well as **Behavioral Training** • Training to Scientist Managers to monitor and assess the progress of **projects** and track the **outcomes**. • Enhancing **Industrial Collaborations** and interactions with Experts • Expertise on **marketing a product**/service/technology, **commercializing a product,** evaluation of a **business plan, patents** • Training on **Companies Act, techno-commercial assessment** of a company
Science Communication and Dissemination Directorate (SCDD	• Training on **Science communication** enhancement • Training on **Content creation** for good science communication on the social media handles
International S&T Affairs Directorate (ISTAD)	• Build potential international partnerships, collaborations projects that would help CSIR • Trainings required on **negotiation skills** • Trainings on how to **formulate MOU & agreements** with scientific agencies, **Evaluation of R & D projects**. • Trainings on **Budget** & **supply chain** • Trainings on **Cost economics**, **market survey & visualization of marketing** demands
Unit For Research & Development of Information Products (URDIP)	• Trainings on **project management, IP analysis** • Upskilling on **commercialization of product & business development** • Specialized course on **Market/competitive** intelligence study, patent search & analysis, white space mapping • **Studies** on **New product development** • Trainings on **Effective Communication** & **Collaboration**
Intellectual Property Unit (IPU)	• Specialized course on in-depth comprehension of IP laws of major jurisdictions US, EP, JP, CN • Training on **patent drafting & fencing skills**, **IP infringement** &

Directorate	Inputs
	mechanisms for **IP surveillance** • **IP valuation** and effective IP models for valorization • Training on **National** & **International IP management** • Training for **IP strategy planning,** exposure to IP unit/ cells or related industries
Technology Management Directorate (TMD)	• Training on **specific software's/ tools** for R&D project management *(needs to be discussed further)* • Training on **market intelligence & dynamics, market share/ data gathering and analysis,** market readiness levels, (MRL), fast-track commercialization of product, **technology landscaping** • Training on drafting **ToTs, MoUs, Agreements, Negotiations** •
Human Resource Development Centre (HRDC) & Human Resource Development Group (HRDG), RAB	• Training on **noting and drafting** • **Awareness** of policies • Trainings on **behavioral competencies** • Training on **procurement planning** • **Process** to be laid down **for complaints handling** regarding centralized recruitment • Training on **Accounting Software in OneCSIR** •
Recruitment Assessment Board	• Standardization of rules, policies, technologies used in the organization/ labs under CSIR • Trainings required on **Finance** • Centralized process for **Recruitment** • Trainings on **emerging technology** •
Traditional Knowledge Digital Library	• Trainings on **POSH act, GeM, GFR, DPC and recruitment rules** • **Behavioral trainings** people management, time management • Awareness of **procedural requirements to collect samples** • Trainings on **IPR related matters** • Trainings on **IT software (Postgre SQL, JSON, JAVA, etc.)**

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 DSIR

Roles	Responses
Scientist F	4
Scientist E	5
Scientist D	2
Scientist C	2
Scientist B	1
Deputy Secretary	2
Under Secretary	2
Assistant Section Officer	1
Junior Technical Assistant	1
P S	1
Total	**21**

The coverage of Capacity Needs Analysis (CNA) at CSIR Scientific Staff – HQ

Roles	Responses
Scientist H (Outstanding Scientist) & Head	2
Deputy Secretary	1
Principal Scientist	1
Scientist G	3
Scientist F	16
Scientist E	7
Senior Scientist	1
Scientist D	3
Scientist C	2
Principal Technical Officer	1
Senior Technical Officer	5
Technical Assistant	1
Grand Total	**43**

The coverage of Capacity Needs Analysis (CNA) of CSIR Other Staff - HQ

Admin Roles	Responses
Joint Secretary (Admin.)	1
Sr. Deputy Secretary (HR-I)	1
COA/D.S (GEN)	1
Deputy Secretary (HR-I)	2
Deputy Secretary	1
Under Secretary (General)	3
Under Secretary (HR-I)	1
Under Secretary (DRC)	1
COSP (S&P)	1
SPO (S&P)	4
Section Officer (Gen)	9
Section Officer (GEN)	2
Section Officer (R&A)	2
Section Officer (HR-II)	1
Section Officer (HR-III)	1
Section Officer(CO)	1
ASO (G)	10
SSA (S&P)	1
JSA (G)	4
PPS	6
Sr. Stenographer (PS to JS)	8

Grand Total	**85**

Finance Roles	Total Respondents
F&AO	7
COFA/DFA	3
SO	5
ASO	11
SSA	3
Grand Total	**29**

The coverage of Capacity Needs Analysis (CNA) of CSIR Labs

Scientific Roles	Total Respondents
CSIR Fourth Paradigm Institute (CSIR-4PI), Bengaluru	**10**
Chief Scientist	2
Principal Scientist	2
Senior Scientist	3
Senior Principal Scientist	2
Scientist	1
CSIR-Central Building Research Institute (CSIR-CBRI), Roorkee	**17**
Chief Scientist	3
Senior Principal Scientist	3
Principal Scientist	2
Senior Scientist	8

Scientific Roles	Total Respondents
Scientist	1
CSIR-Central Drug Research Institute (CSIR-CDRI), Lucknow	**26**
Chief Scientist	1
Principal Scientist	9
Senior Principal Scientist	12
Senior Scientist	3
Scientist	1
CSIR-Central Electrochemical Research Institute (CSIR-CECRI), Karaikudi	**33**
Chief Scientist	2
Principal Scientist	10
Principal Technical Officer	4
Senior Principal Scientist	5
Senior Scientist	9
Scientist	1
Senior Technical Officer	2
CSIR-Central Food Technological Research Institute (CSIR-CFTRI), Mysore	**57**
Chief Scientist	8
Senior Principal Scientist	7
Principal Technical Officer	6
Principal Scientist	6
Senior Scientist	4
Senior Technical Officer	12

Scientific Roles	Total Respondents
Scientist	2
Lab Assistant	1
Gr C (NT) Higher	1
CSIR-Central Glass Ceramic Research Institute (CSIR-CGCRI), Kolkata	**6**
Senior Principal Scientist	3
Senior Technical officer	3
Senior Scientist	1
CSIR-Central Institute of Medicinal Aromatic Plants (CSIR-CIMAP), Lucknow	**37**
Chief Scientist	2
Senior Principal Scientist	7
Principal Scientist	8
Senior Scientist	3
Scientist	8
Senior Technical Officer	7
Administration	1
Technical Assistant	1
CSIR-Central Institute of Mining and Fuel Research (CSIR-CIMFR) Dhanbad	**9**
Chief Scientist	2
Senior Technical Officer	2
Senior Principal Scientist	1
Scientist	2

Scientific Roles	Total Respondents
CSIR-Central Leather Research Institute (CSIR-CLRI), Chennai	**75**
Chief Scientist	5
Senior Principal Scientist	11
Principal Scientist	11
Scientist	13
Senior Scientist	6
Senior Technical Officer	9
Technical Officer	3
Principal Technical Officer	2
Senior Technician	2
Technical Assistant	11
Director	1
Technician	1
CSIR-Central Mechanical Engineering Research Institute (CSIR-CMERI), Durgapur	**8**
Principal Scientist	3
Senior Scientist	3
Scientist	2
CSIR-Central Salt Marine Chemicals Research Institute (CSIR-CSMCRI), Bhavnagar	**17**
Senior Principal Scientist	2
Principal Scientist	4
Scientist	3

Scientific Roles	Total Respondents
Senior Scientist	1
Principal Technical Officer	1
Senior Technical Officer	3
Technical Officer	2
Lab Assistant	1
CSIR-Central Scientific Instruments Organisation (CSIR-CSIO), Chandigarh	**31**
Chief Scientist	1
Principal Scientist	8
Senior Principal Scientist	4
Scientist	5
Senior Scientist	3
Principal Technical Officer	3
Senior Technical Officer	5
Technical Assistant	2
CSIR-Indian Institute of Chemical Technology (CSIR-IICT), Hyderabad	**64**
Chief Scientist	8
Senior Principal Scientist	14
Principal Scientist	8
Principal Technical Officer	7
Senior Technical Officer	12
Senior Scientist	2
Scientist	5
Technical Officer	1

Scientific Roles	Total Respondents
Technical Assistant	6
Gr II (5)	1
CSIR-Indian Institute of Petroleum (CSIR-IIP), Dehradun	**30**
Chief Scientist	2
Senior Principal Scientist	7
Senior Scientist	5
Senior Technical Officer	4
Principal Scientist	5
Scientist	4
Business Development Officer	1
Lab Attendant	2
Technical Assistant	1
CSIR-Indian Institute of Toxicology Research (CSIR-IITR), Lucknow	**40**
Chief Scientist	5
Senior Principal Scientist	8
Principal Scientist	12
Senior Scientist	3
Scientist	3
Technical Officer	5
Senior Technical Officer	1
Technical Assistant	3
CSIR-Institute of Genomics and Integrative Biology (CSIR-IGIB), Delhi	**2**
Chief Scientist	1

Scientific Roles	Total Respondents
Senior Technical Officer	1
CSIR-Institute of Himalayan Bioresource Technology (CSIR-IHBT), Palampur	**20**
Senior Principal Scientist	4
Principal Scientist	5
Senior Scientist	4
Scientist	3
Senior Technical Officer	2
Technical Officer	1
Technical Assistant	1
CSIR-Institute of Microbial Technology (CSIR-IMTECH), Chandigarh	**12**
Chief Scientist	1
Senior Principal Scientist	2
Principal Scientist	4
Senior Technical Officer	3
Senior Scientist	1
Technician	1
CSIR-National Aerospace Laboratories (CSIR-NAL), Bengaluru	**99**
Chief Scientist	15
Senior Principal Scientist	24
Principal Scientist	24
Senior Technical Officer	15
Scientist	5
Senior Scientist	5

Scientific Roles	Total Respondents
Principal Technical Officer	3
Technician	3
Technical Assistant	2
Director	1
Technical Officer	1
Lab Assistant	1
CSIR-National Botanical Research Institute (CSIR-NBRI), Lucknow	**25**
Chief Scientist	3
Senior Principal Scientist	6
Principal Scientist	4
Senior Technical Officer	5
Senior Scientist	3
Technical Officer	2
Scientist	2
CSIR-National Chemical Laboratory (CSIR-NCL), Pune	**135**
Outstanding Scientist	1
Chief Scientist	8
Senior Principal Scientist	40
Principal Scientist	22
Senior Technical Officer	26
Senior Scientist	14
Scientist	12
Principal Technical Officer	5
Technical Officer	4

Scientific Roles	Total Respondents
Technician	2
Lab Assistant	1
CSIR-National Environmental Engineering Research Institute (CSIR-NEERI), Nagpur	**90**
Chief Scientist	5
Senior Principal Scientist	15
Principal Scientist	22
Senior Scientist	15
Senior Technical Officer	12
Scientist	11
Principal Technical Officer	2
Senior Technician	3
Technical Group II	2
Technical Officer	2
Technician	1
CSIR-National Geophysical Research Institute (CSIR-NGRI), Hyderabad	**15**
Chief Scientist	1
Senior Principal Scientist	4
Principal Scientist	2
Senior Scientist	3
Scientist	4
Senior Technical Officer	1
CSIR-National Institute For Interdisciplinary Science and Technology (CSIR-NIIST),Thiruvananthapuram	**42**

Scientific Roles	Total Respondents
Chief Scientist	4
Principal Scientist	15
Scientist	11
Senior Principal Scientist	5
Senior Scientist	4
Senior Technical Officer	3
CSIR-National Institute of Science Communication & Policy Research (CSIR-NIScPR), New Delhi (Merger of CSIR-NISCAIR & CSIR-NISTADS)	**10**
Chief Scientist	1
Senior Principal Scientist	1
Principal Scientist	1
Senior Scientist	2
Scientist	2
Principal Technical Officer	2
Lab Assistant	1
CSIR-National Physical Laboratory (CSIR-NPL), New Delhi	**11**
Chief Scientist	1
Senior Principal Scientist	2
Principal Scientist	3
Senior Technical Officer	2
Senior Scientist	1
Scientist	1

Scientific Roles	Total Respondents
Technician	1
CSIR-Structural Engineering Research Centre (CSIR-SERC), Chennai	**82**
Chief Scientist	9
Principal Scientist	18
Senior Principal Scientist	10
Scientist	19
Senior Scientist	10
Principal Technical Officer	6
Senior Technical Officer	7
Technical Assistant	2
Technical Officer	1
Grand Total	**1003**

Designation wise competency needs for DSIR

Scientific Staff

Role Level	Designations	Competency		
		Area/Label	Type	Level
Head of Division/Senior Level	Scientist G	Data analysis, planning & preparing	F	Advance
		Effective teamwork	F	
		Innovation, global developments, emerging trends & perspectives	F	
		Safeguarding of information - IPRs	F	
		Scientific communication skills - narrative tools	F	
		Scientific Project Management	F	
		Grants Administration	F	Basic
		Selection and refinement of area of interest	F	
		Public Policy	F	
		Cyber Security	F	
		New Fund Flow Process	F	
		Decision Making	B	Advance
		Networking skills - lab/industry/academia	B	
		Planning and Coordination	B	
		Stakeholder Analysis & Management	B	
		Strategic Thinking	B	
		Science Diplomacy	B	Basic
		Ethics and Values in Life	B	
		Optimistic thinking	B	
		Empathy & Tolerance	B	
		Communication skills	B	
		Conceptual Thinking	B	
		Delegation	B	
		Innovative Thinking	B	
		Conflict solving strategies	B	
		Negotiation skills	B	
		Consultation and Consensus Building	B	
Mid Scientist Level	Scientist E, Scientist F	Data analysis, planning & preparing	F	Advance
		Effective teamwork with cross-F, multi-disciplinary research teams	F	

		Innovation, global developments, emerging trends & perspectives	F	
		Interdisciplinary research	F	
		Safeguarding of information - IPRs	F	
		Scientific Project Management	F	
		Public Policy	F	Basic
		Cyber Security	F	
		New Fund Flow Process	F	
		Decision Making	B	Advance
		Networking skills	B	
		Planning and Coordination	B	
		Problem Solving of higher degree	B	
		Running effective meetings	B	
		Stakeholder Analysis & Management	B	
		Strategic Thinking	B	
		Team-Work	B	
		Empathy & Tolerance	B	Basic
		Ethics and Values in Life	B	
		Leading Others	B	
		Science Diplomacy	B	
Junior Scientist Level	Scientist B, Scientist C, Scientist D	Data analysis, planning & preparing	F	Advance
		Effective teamwork	F	
		Innovation, global developments, emerging trends & perspectives	F	
		Interdisciplinary research	F	
		Safeguarding of information - IPRs	F	
		Scientific communication skills	F	
		Scientific Project Management	F	
		Grants Administration	F	Basic
		Public Policy	F	
		Cyber Security	F	
		New Fund Flow Process	F	
		Decision Making	B	Advance
		Networking skills	B	
		Planning and Coordination	B	
		Problem Solving of higher degree	B	
		Running effective meetings	B	

		Stakeholder Analysis & Management	B	
		Strategic Thinking	B	
		Team-Work	B	
		Ethics and Values in Life	B	Basic
		Optimistic thinking	B	
		Tolerance	B	
		Communication skills	B	
		Conceptual Thinking	B	
		Empathy	B	
		Innovative Thinking	B	
		Conflict solving strategies	B	
		Negotiation skills	B	
		Science Diplomacy	B	
Junior Scientist Level	JTA/Junior Analyst	Data analysis	F	Advance
		Effective teamwork	F	
		Innovation	F	
		Data collection	F	Basic
		Cyber Security	F	
		Communication skills	B	Advance
		Attention to detail	B	Basic
		Commitment to the Organisation- research aligned to organization s goals	B	
		Conceptual Thinking	B	
		Empathy & Tolerance	B	
		Ethics	B	
		Effective feedback	B	
		Initiative and Drive	B	
		Running effective meetings	B	
		Seeking Information	B	

Other than Scientific Staff

Designation-DSIR	Competency Gaps		
	Area/Label	Type	Level
Deputy Secretary (Administration)	Communication skills	B	Advance
	Consultation and Consensus Building	B	
	Decision Making	B	
	Innovative Thinking	B	
	Planning and Coordination	B	
	Strategic Thinking	B	
	Team-Working	B	
	Conceptual Thinking	B	Basic
	Conflict solving strategies	B	
	Delegation	B	
	Desire for Knowledge	B	
	Leading Others	B	
	Negotiation skills	B	
	Problem Solving of higher degree	B	
	Result Orientation	B	
	Running effective meetings	B	
	Self-Motivated	B	
	Self-Awareness and Self-Control	B	
	Self-Confidence	B	
	Self-Management	B	
Deputy Secretary (Finance)	Scientific Project Management and Writing Detailed Project Report	F	Advance
	Public Policy	F	Basic
	Writing Annual Performance Assessment Report	F	
	Cyber Security	F	
	Communication skills	B	Advance
	Consultation and Consensus Building	B	
	Decision Making	B	
	Innovative Thinking	B	
	Networking skills - lab/industry/academia	B	
	Planning and Coordination	B	
	Stakeholder Analysis & Management	B	
	Strategic Thinking	B	

Designation-DSIR	Competency Gaps		
	Area/Label	Type	Level
	Team-Working	B	
	Assertiveness	B	Basic
	Attention to detail	B	
	Citizen Centricity First	B	
	Commitment to the Organisation-research aligned to organization s goals	B	
	Conceptual Thinking	B	
	Conflict solving strategies	B	
	Empathy	B	
	Equity	B	
	Ethics	B	
	Giving feedback	B	
	Initiative and Drive	B	
	Leading Others	B	
	Negotiation skills	B	
	Organisational Awareness - Multidisciplinary approach	B	
	Problem Solving of higher degree	B	
	Professional Integrity - peer review & benchmark	B	
	Recruitment	B	
	Result Orientation	B	
	Running effective meetings	B	
	Scientific Temper: scientific know-why & technical know-how	B	
	Seeking Information	B	
	Self-Motivated	B	
	Self-Awareness and Self-Control	B	
	Self-Confidence	B	
	Self-Management	B	
	Taking Accountability	B	
Under Secretary (Budget)	Scientific Project Management and Writing Detailed Project Report	F	Advance
	Public Policy	F	Basic
	Writing Annual Performance Assessment Report	F	

Designation-DSIR	Competency Gaps		
	Area/Label	Type	Level
	Cyber Security	F	
	Communication skills	B	Advance
	Consultation and Consensus Building	B	
	Decision Making	B	
	Innovative Thinking	B	
	Knowledge sharing & mentorship	B	
	Networking skills - lab/industry/academia	B	
	Planning and Coordination	B	
	Stakeholder Analysis & Management	B	
	Strategic Thinking	B	
	Team-Working	B	
	Assertiveness	B	Basic
	Attention to detail	B	
	Citizen Centricity First	B	
	Conceptual Thinking	B	
	Conflict solving strategies	B	
	Delegation	B	
	Desire for Knowledge	B	
	Equity	B	
	Ethics	B	
	Initiative and Drive	B	
	Leading Others	B	
	Organisational Awareness - Multidisciplinary approach	B	
	Problem Solving of higher degree	B	
	Recruitment	B	
	Result Orientation	B	
	Seeking Information	B	
	Self-Motivated	B	
	Self-Awareness and Self-Control	B	
	Self-Confidence	B	
	Self-Management	B	
	Taking Accountability	B	

Group wise competency needs for CSIR

The CNA for group 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.

CSIR Labs Scientific Staff Groupwise CNA

Role Level	Designations	Competency		
		Area/Label	Type	Level
Director	Outstanding Scientist (Scientist H)	Professional guidelines, Code of ethics & ethical research	F	Advance
		Interpreting scientific results	F	
		Data analysis, planning & preparing	F	
		Develop, plan and experimental design process & skills	F	
		Leadership, management & mentorship in research	F	
		Effective collaboration in research	F	
		Scientific writing and publishing	F	
		Effective team work with cross-functional, multi-disciplinary research teams	F	
		Good Research Practice	F	
		Laboratory research skills	F	
		Safeguarding of information - IPRs	F	Basic
		Scientific Project Management	F	
		Investigative approach to product development	F	
		Selection and refinement of area of interest	F	
		Persuasive Grant writing	F	
		Scientific communication skills - narrative tools	F	
		Managing research tools & data	F	
		Innovation, global developments, emerging trends & perspectives	F	
		Oversight skillset for principal investigator	F	
		Interdisciplinary research	F	
		Self-motivated	B	Advance

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Innovative Thinking	B	
		Team-Working	B	
		Conceptual Thinking	B	
		Scientific Temper: scientific know-why & technical know-how	B	
		Decision Making	B	
		Self-Confidence	B	
		Desire for Knowledge	B	
		Communication skills	B	
		Ethics	B	
		Leading Others	B	
		Negotiation skills	B	
		Problem Solving of higher degree	B	
		Stakeholder Analysis & Management	B	
		Running effective meetings	B	
		Commitment to the Organisation- research aligned to organization's goals	B	Basic
		Organisational Awareness - Multidisciplinary approach	B	
		Conflict solving strategies	B	
		Recruitment	B	
		Consultation and Consensus Building	B	
Entry	Jr Scientist, Scientist, Senior Scientist	Good Research Practice	F	
		Data analysis, planning & preparing	F	
		Laboratory research skills	F	
		Effective team work with cross-functional, multi-disciplinary research teams	F	
		Effective collaboration in research	F	
		Develop, plan and experimental design process & skills	F	Advance
		Scientific writing and publishing	F	
		Interpreting scientific results	F	
		Leadership, management & mentorship in research	F	
		Professional guidelines, Code of ethics & ethical research	F	
		Selection and refinement of area of interest	F	Basic

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Interdisciplinary research	F	
		Scientific communication skills - narrative tools	F	
		Innovation, global developments, emerging trends & perspectives	F	
		Managing research tools & data	F	
		Scientific Project Management	F	
		Safeguarding of information - IPRs	F	
		Investigative approach to product development	F	
		Persuasive Grant writing	F	
		Oversight skillset for principal investigator	F	
		Innovative Thinking	B	Advance
		Conceptual Thinking	B	
		Desire for Knowledge	B	
		Team-Working	B	
		Self-motivated	B	
		Scientific Temper: scientific know-why & technical know-how	B	
		Decision Making	B	
		Communication skills	B	
		Self-Confidence	B	
		Ethics	B	
		Self-Awareness and Self-Control	B	Basic
		Planning and Coordination	B	
		Running effective meetings	B	
		Giving feedback	B	
		Conflict solving strategies	B	
		Networking skills - lab/industry/academia	B	
		Initiative and Drive	B	
		Negotiation skills	B	
		Commitment to the Organisation- research aligned to organization's goals	B	
		Problem Solving of higher degree	B	
Mid	Principal Scientist, Senior Principal Scientist (Scientist F)	Professional guidelines, Code of ethics & ethical research	F	Advance
		Laboratory research skills	F	

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Interpreting scientific results	F	
		Effective collaboration in research	F	
		Leadership, management & mentorship in research	F	
		Effective team work with cross-functional, multi-disciplinary research teams	F	
		Scientific writing and publishing	F	
		Data analysis, planning & preparing	F	
		Good Research Practice	F	
		Develop, plan and experimental design process & skills	F	
		Selection and refinement of area of interest	F	
		Oversight skillset for principal investigator	F	
		Scientific communication skills - narrative tools	F	
		Interdisciplinary research	F	
		Managing research tools & data	F	
		Persuasive Grant writing	F	Basic
		Investigative approach to product development	F	
		Innovation, global developments, emerging trends & perspectives	F	
		Scientific Project Management	F	
		Safeguarding of information - IPRs	F	
		Innovative Thinking	B	
		Self-Confidence	B	
		Communication skills	B	
		Conceptual Thinking	B	
		Self-motivated	B	
		Decision Making	B	Advance
		Team-Working	B	
		Desire for Knowledge	B	
		Ethics	B	
		Scientific Temper: scientific know-why & technical know-how	B	
		Running effective meetings	B	Basic
		Planning and Coordination	B	

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Self-Awareness and Self-Control	B	
		Strategic Thinking	B	
		Networking skills - lab/industry/academia	B	
		Self-Management	B	
		Commitment to the Organisation- research aligned to organization's goals	B	
		Conflict solving strategies	B	
		Empathy	B	
		Negotiation skills	B	
Senior	Chief Scientist (Scientist G)	Effective team work with cross-functional, multi-disciplinary research teams	F	Advance
		Laboratory research skills	F	
		Data analysis, planning & preparing	F	
		Develop, plan and experimental design process & skills	F	
		Scientific writing and publishing	F	
		Effective collaboration in research	F	
		Good Research Practice	F	
		Leadership, management & mentorship in research	F	
		Interpreting scientific results	F	
		Professional guidelines, Code of ethics & ethical research	F	
		Selection and refinement of area of interest	F	Basic
		Innovation, global developments, emerging trends & perspectives	F	
		Scientific communication skills - narrative tools	F	
		Interdisciplinary research	F	
		Persuasive Grant writing	F	
		Managing research tools & data	F	
		Oversight skillset for principal investigator	F	
		Safeguarding of information - IPRs	F	
		Investigative approach to product development	F	
		Scientific Project Management	F	
		Self-motivated	B	Advance

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Innovative Thinking	B	
		Team-Working	B	
		Conceptual Thinking	B	
		Scientific Temper: scientific know-why & technical know-how	B	
		Decision Making	B	
		Self-Confidence	B	
		Desire for Knowledge	B	
		Communication skills	B	
		Ethics	B	
		Leading Others	B	Basic
		Negotiation skills	B	
		Problem Solving of higher degree	B	
		Stakeholder Analysis & Management	B	
		Running effective meetings	B	
		Commitment to the Organisation- research aligned to organization's goals	B	
		Organisational Awareness - Multidisciplinary approach	B	
		Conflict solving strategies	B	
		Recruitment	B	
		Consultation and Consensus Building	B	

CSIR(Scientific Staff) HQ Groupwise CNA

Role Level	Designations	Competency		
		Area/Label	Type	Level
Director	Scientist H (Outstanding Scientist)	Effective team work with cross-functional, multi-disciplinary research teams	F	Advance
		Leadership, management & mentorship in research	F	
		Safeguarding of information - IPRs	F	
		Data analysis, planning & preparing	F	
		Effective collaboration in research	F	
		Innovation, global developments, emerging trends & perspectives	F	
		Interdisciplinary research	F	
		Scientific communication skills - narrative tools	F	

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Scientific Project Management	F	
		Scientific writing and publishing	F	
		Develop, plan and experimental design process & skills	F	Basic
		Interpreting scientific results	F	
		Investigative approach to product development	F	
		Laboratory research skills	F	
		Managing research tools & data	F	
		Oversight skillset for principal investigator	F	
		Persuasive Grant writing	F	
		Professional guidelines, code of ethics & ethical research	F	
		Selection and refinement of area of interest	F	
		Survey techniques, data collection, measure study variables	F	
		Assertiveness	B	Advance
		Attention to detail	B	
		Citizen Centricity First	B	
		Communication skills	B	
		Conceptual Thinking	B	
		Conflict solving strategies	B	
		Consultation and Consensus Building	B	
		Delegation	B	
		Desire for Knowledge	B	
		Empathy	B	
		Effective team work with cross-functional, multi-disciplinary research teams	B	Basic
		Leadership, management & mentorship in research	B	
		Safeguarding of information - IPRs	B	
		Data analysis, planning & preparing	B	
		Effective collaboration in research	B	
		Innovation, global developments, emerging trends & perspectives	B	
		Interdisciplinary research	B	
		Scientific communication skills - narrative tools	B	
		Scientific Project Management	B	
		Scientific writing and publishing	B	

Role Level	Designations	Competency		
		Area/Label	Type	Level
Junior Scientist	Scientist C, Scientist D	Leadership, management & mentorship in research	F	Advance
		Effective collaboration in research	F	
		Innovation, global developments, emerging trends & perspectives	F	
		Data analysis, planning & preparing	F	
		Effective team work with cross-functional, multi-disciplinary research teams	F	
		Interdisciplinary research	F	
		Safeguarding of information - IPRs	F	
		Scientific communication skills - narrative tools	F	
		Scientific Project Management	F	
		Scientific writing and publishing	F	
		Investigative approach to product development	F	Basic
		Managing research tools & data	F	
		Professional guidelines, code of ethics & ethical research	F	
		Survey techniques, data collection, measure study variables	F	
		Develop, plan and experimental design process & skills	F	
		Interpreting scientific results	F	
		Laboratory research skills	F	
		Oversight skillset for principal investigator	F	
		Persuasive Grant writing	F	
		Selection and refinement of area of interest	F	
		Networking skills - lab/industry/academia	B	Advance
		Strategic Thinking	B	
		Planning and Coordination	B	
		Running effective meetings	B	
		Stakeholder Analysis & Management	B	
		Decision Making	B	
		Problem Solving of higher degree	B	
		Self-Awareness and Self-Control	B	
		Self-Management	B	
		Team-Working	B	
		Commitment to the Organisation- research aligned to organization's goals	B	Basic

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Conflict solving strategies	B	
		Innovative Thinking	B	
		Negotiation skills	B	
		Assertiveness	B	
		Communication skills	B	
		Conceptual Thinking	B	
		Delegation	B	
		Desire for Knowledge	B	
		Empathy	B	
Junior Technical Staff	TA, TO	Effective team work with cross-functional, multi-disciplinary research teams	F	Advance
		Innovation, global developments, emerging trends & perspectives	F	
		Scientific Project Management	F	
		Scientific writing and publishing	F	
		Data analysis, planning & preparing	F	
		Effective collaboration in research	F	
		Interdisciplinary research	F	
		Leadership, management & mentorship in research	F	
		Safeguarding of information - IPRs	F	
		Scientific communication skills - narrative tools	F	
		Develop, plan and experimental design process & skills	F	Basic
		Interpreting scientific results	F	
		Investigative approach to product development	F	
		Laboratory research skills	F	
		Managing research tools & data	F	
		Oversight skillset for principal investigator	F	
		Persuasive Grant writing	F	
		Professional guidelines, code of ethics & ethical research	F	
		Selection and refinement of area of interest	F	
		Survey techniques, data collection, measure study variables	F	
		Decision Making	B	Advance
		Networking skills - lab/industry/academia	B	
		Planning and Coordination	B	

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Problem Solving of higher degree	B	
		Running effective meetings	B	
		Self-Awareness and Self-Control	B	
		Self-Management	B	
		Stakeholder Analysis & Management	B	
		Strategic Thinking	B	
		Team-Working	B	
		Assertiveness	B	
		Attention to detail	B	
		Commitment to the Organisation- research aligned to organization's goals	B	
		Communication skills	B	
		Conceptual Thinking	B	Basic
		Conflict solving strategies	B	
		Consultation and Consensus Building	B	
		Delegation	B	
		Desire for Knowledge	B	
		Ethics	B	
Mid Scientist	Scientist E, Scientist F	Effective team work with cross-functional, multi-disciplinary research teams	F	
		Leadership, management & mentorship in research	F	
		Scientific Project Management	F	
		Data analysis, planning & preparing	F	
		Interdisciplinary research	F	
		Safeguarding of information - IPRs	F	Advance
		Scientific communication skills - narrative tools	F	
		Innovation, global developments, emerging trends & perspectives	F	
		Scientific writing and publishing	F	
		Effective collaboration in research	F	
		Managing research tools & data	F	
		Professional guidelines, code of ethics & ethical research	F	
		Selection and refinement of area of interest	F	Basic
		Survey techniques, data collection, measure study variables	F	
		Interpreting scientific results	F	

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Develop, plan and experimental design process & skills	F	
		Oversight skillset for principal investigator	F	
		Investigative approach to product development	F	
		Persuasive Grant writing	F	
		Laboratory research skills	F	
		Decision Making	B	Advance
		Self-Management	B	
		Networking skills - lab/industry/academia	B	
		Planning and Coordination	B	
		Running effective meetings	B	
		Self-Awareness and Self-Control	B	
		Stakeholder Analysis & Management	B	
		Team-Working	B	
		Problem Solving of higher degree	B	
		Strategic Thinking	B	
		Giving feedback	B	Basic
		Commitment to the Organisation- research aligned to organization's goals	B	
		Communication skills	B	
		Leading Others	B	
		Scientific Temper: scientific know-why & technical know-how	B	
		Assertiveness	B	
		Conceptual Thinking	B	
		Desire for Knowledge	B	
		Empathy	B	
		Equity	B	
		Ethics	B	
Senior Scientist	Scientist G (Chief Scientist)	Innovation, global developments, emerging trends & perspectives	F	Advance
		Data analysis, planning & preparing	F	
		Effective collaboration in research	F	
		Effective team work with cross-functional, multi-disciplinary research teams	F	
		Interdisciplinary research	F	
		Leadership, management & mentorship in research	F	

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Safeguarding of information - IPRs	F	
		Scientific communication skills - narrative tools	F	
		Scientific Project Management	F	
		Scientific writing and publishing	F	
		Develop, plan and experimental design process & skills	F	
		Interpreting scientific results	F	
		Managing research tools & data	F	
		Selection and refinement of area of interest	F	
		Survey techniques, data collection, measure study variables	F	Basic
		Investigative approach to product development	F	
		Laboratory research skills	F	
		Oversight skillset for principal investigator	F	
		Persuasive Grant writing	F	
		Professional guidelines, code of ethics & ethical research	F	
		Stakeholder Analysis & Management	B	
		Networking skills - lab/industry/academia	B	
		Strategic Thinking	B	
		Decision Making	B	
		Planning and Coordination	B	Advance
		Problem Solving of higher degree	B	
		Running effective meetings	B	
		Self-Awareness and Self-Control	B	
		Self-Management	B	
		Communication skills	B	
		Conflict solving strategies	B	
		Innovative Thinking	B	
		Negotiation skills	B	
		Recruitment	B	
		Commitment to the Organisation- research aligned to organization's goals	B	Basic
		Conceptual Thinking	B	
		Consultation and Consensus Building	B	
		Delegation	B	
		Desire for Knowledge	B	

Role Level	Designations	Competency		
		Area/Label	Type	Level
Senior Technical Staff	STO 1,2,3	Effective team work with cross-functional, multi-disciplinary research teams	F	Advance
		Data analysis, planning & preparing	F	
		Innovation, global developments, emerging trends & perspectives	F	
		Interdisciplinary research	F	
		Leadership, management & mentorship in research	F	
		Safeguarding of information - IPRs	F	
		Scientific communication skills - narrative tools	F	
		Scientific Project Management	F	
		Scientific writing and publishing	F	
		Effective collaboration in research	F	
		Develop, plan and experimental design process & skills	F	Basic
		Interpreting scientific results	F	
		Managing research tools & data	F	
		Professional guidelines, code of ethics & ethical research	F	
		Selection and refinement of area of interest	F	
		Survey techniques, data collection, measure study variables	F	
		Investigative approach to product development	F	
		Laboratory research skills	F	
		Oversight skillset for principal investigator	F	
		Persuasive Grant writing	F	
		Planning and Coordination	B	Advance
		Running effective meetings	B	
		Self-Management	B	
		Strategic Thinking	B	
		Team-Working	B	
		Decision Making	B	
		Networking skills - lab/industry/academia	B	
		Problem Solving of higher degree	B	
		Self-Awareness and Self-Control	B	
		Stakeholder Analysis & Management	B	
		Desire for Knowledge	B	Basic
		Giving feedback	B	

Role Level	Designations	Competency		
		Area/Label	Type	Level
		Attention to detail	B	
		Citizen Centricity First	B	
		Conceptual Thinking	B	
		Conflict solving strategies	B	
		Ethics	B	
		Innovative Thinking	B	
		Knowledge sharing & mentorship	B	
		Leading Others	B	

CSIR(Common Cadres) HQ Groupwise CNA

Division	Group	Designation	Competency		
			Area/Label	Type	Level
Administration	Junior	ASO (GEN), SO (GEN)	MS Office	F	Advance
			NIC applications - email, messenger, cloud storage and others	F	
			Raj Bhasha	F	
			Central civil conduct code	F	
			Office protocols	F	
			RTI resolutions	F	
			Team Management	F	
			GeM marketplace	F	
			General Financial Rules2017	F	
			Writing proficiency	F	
			National Anthem Flag code of India and state emblem of India	F	Basic
			Grammar training for cabinet note EFC or office order	F	
			Knowledge Management	F	
			Public Financial Management System	F	
			Private participation	F	
			Project appraisal and Management	F	
			Social Media	F	
			Budgeting and accountability	F	
			Science Communication	F	
			IFD framework	F	
			Communication skills	B	Advance
			Desire for Knowledge	B	
			Self-motivated	B	
			Self-Awareness and Self-Control	B	
			Self-Confidence	B	
			Team-Working	B	
			Decision Making	B	
			Ethics	B	
			Self-Management	B	
			Planning and Coordination	B	
			Running effective meetings	B	Basic
			Giving feedback	B	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Empathy	B	
			Innovative Thinking	B	
			Knowledge sharing & mentorship	B	
			Attention to detail	B	
			Conflict solving strategies	B	
			Recruitment	B	
			Result Orientation	B	
			Strategic Thinking	B	
	Junior	SSA	MS Office	F	Advance
			Office protocols	F	
			Raj Bhasha	F	
			GeM marketplace	F	
			General Financial Rules2017	F	
			NIC applications - email, messenger, cloud storage and others	F	
			RTI resolutions	F	
			Central civil conduct code	F	
			Team Management	F	
			Writing proficiency	F	
			National Anthem Flag code of India and state emblem of India	F	Basic
			Social Media	F	
			Grammar training for cabinet note EFC or office order	F	
			Knowledge Management	F	
			Project appraisal and Management	F	
			Public Financial Management System	F	
			Technical Writing	F	
			Vendor Management	F	
			Budgeting and accountability	F	
			Organogram	F	
			Communication skills	B	Advance
			Ethics	B	
			Planning and Coordination	B	
			Team-Working	B	
			Desire for Knowledge	B	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Self-Awareness and Self-Control	B	
			Self-Confidence	B	
			Self-Management	B	
			Decision Making	B	
			Self-motivated	B	
			Citizen Centricity First	B	
			Conceptual Thinking	B	
			Attention to detail	B	
			Conflict solving strategies	B	
			Giving feedback	B	
			Networking skills - lab/industry/academia	B	Basic
			Problem Solving of higher degree	B	
			Professional Integrity - peer review & benchmark	B	
			Recruitment	B	
			Running effective meetings	B	
	Mid	CoA	Central civil conduct code	F	
			GeM marketplace	F	
			General Financial Rules2017	F	
			MS Office	F	
			NIC applications - email, messenger, cloud storage and others	F	Advance
			Office protocols	F	
			Raj Bhasha	F	
			RTI resolutions	F	
			Team Management	F	
			Writing proficiency	F	
			Budgeting and accountability	F	
			Grammar training for cabinet note EFC or office order	F	
			IFD framework	F	
			Knowledge Management	F	Basic
			National Anthem Flag code of India and state emblem of India	F	
			Organogram	F	
			Private participation	F	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Procurement and tender writing	F	
			Project appraisal and Management	F	
			Project management	F	
			Delegation	B	
			Knowledge sharing & mentorship	B	
			Negotiation skills	B	
			Organisational Awareness - Multidisciplinary approach	B	
			Running effective meetings	B	
			Scientific Temper: scientific know-why & technical know-how	B	
	Senior	Joint Secretary Admin	Central civil conduct code	F	Advance
			GeM marketplace	F	
			General Financial Rules2017	F	
			MS Office	F	
			NIC applications - email, messenger, cloud storage and others	F	
			Office protocols	F	
			Raj Bhasha	F	
			RTI resolutions	F	
			Team Management	F	
			Writing proficiency	F	
			Budgeting and accountability	F	Basic
			Grammar training for cabinet note EFC or office order	F	
			IFD framework	F	
			Knowledge Management	F	
			National Anthem Flag code of India and state emblem of India	F	
			Organogram	F	
			Private participation	F	
			Procurement and tender writing	F	
			Project appraisal and Management	F	
			Project management	F	
			Communication skills	B	Advance
			Decision Making	B	
			Desire for Knowledge	B	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Ethics	B	
			Planning and Coordination	B	
			Self-motivated	B	
			Self-Awareness and Self-Control	B	
			Self-Confidence	B	
			Self-Management	B	
			Team-Working	B	
			Assertiveness	B	Basic
			Citizen Centricity First	B	
			Commitment to the Organisation-research aligned to organization's goals	B	
			Conceptual Thinking	B	
			Conflict solving strategies	B	
			Consultation and Consensus Building	B	
			Delegation	B	
			Empathy	B	
			Equity	B	
			Giving feedback	B	
Finance	Junior	SO, ASO, F&A	Central civil conduct code	F	Advance
			GeM marketplace	F	
			General Financial Rules2017	F	
			MS Office	F	
			NIC applications - email, messenger, cloud storage and others	F	
			Office protocols	F	
			Raj Bhasha	F	
			RTI resolutions	F	
			Team Management	F	
			Writing proficiency	F	
			Budgeting and accountability	F	Basic
			Grammar training for cabinet note EFC or office order	F	
			IFD framework	F	
			Knowledge Management	F	
			National Anthem Flag code of India and state emblem of India	F	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Organogram	F	
			Private participation	F	
			Procurement and tender writing	F	
			Project appraisal and Management	F	
			Project management	F	
			Communication skills	B	Advance
			Decision Making	B	
			Desire for Knowledge	B	
			Ethics	B	
			Planning and Coordination	B	
			Self-motivated	B	
			Self-Awareness and Self-Control	B	
			Self-Confidence	B	
			Self-Management	B	
			Team-Working	B	
			Assertiveness	B	Basic
			Attention to detail	B	
			Citizen Centricity First	B	
			Commitment to the Organisation-research aligned to organization's goals	B	
			Conceptual Thinking	B	
			Conflict solving strategies	B	
			Consultation and Consensus Building	B	
			Delegation	B	
			Empathy	B	
			Equity	B	
HR	Senior	Deputy Secretary (HR-I), Sr. Deputy Secretary (HR-I), Under Secretary (HR-I),	MS Office	F	Advance
			NIC applications - email, messenger, cloud storage and others	F	
			Raj Bhasha	F	
			Team Management	F	
			GeM marketplace	F	
			General Financial Rules2017	F	
			RTI resolutions	F	
			Writing proficiency	F	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Central civil conduct code	F	
			Office protocols	F	
			Grammar training for cabinet note EFC or office order	F	Basic
			Knowledge Management	F	
			Public Financial Management System	F	
			Social Media	F	
			Technical Writing	F	
			IFD framework	F	
			National Anthem Flag code of India and state emblem of India	F	
			Private participation	F	
			Science Communication	F	
			Science diplomacy	F	
			Assertiveness	B	Advance
			Attention to detail	B	
			Citizen Centricity First	B	
			Conflict solving strategies	B	
			Empathy	B	
			Equity	B	
			Giving feedback	B	
			Innovative Thinking	B	
			Leading Others	B	
			Negotiation skills	B	
			Assertiveness	B	Basic
			Attention to detail	B	
			Citizen Centricity First	B	
			Conflict solving strategies	B	
			Empathy	B	
			Equity	B	
			Giving feedback	B	
			Innovative Thinking	B	
			Leading Others	B	
			Negotiation skills	B	
	Junior	SO 2,3 - HR	MS Office	F	Advance

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			NIC applications - email, messenger, cloud storage and others	F	
			Office protocols	F	
			RTI resolutions	F	
			Team Management	F	
			Writing proficiency	F	
			Central civil conduct code	F	
			GeM marketplace	F	
			General Financial Rules2017	F	
			Raj Bhasha	F	
			Grammar training for cabinet note EFC or office order	F	Basic
			National Anthem Flag code of India and state emblem of India	F	
			Procurement and tender writing	F	
			Project appraisal and Management	F	
			Public Financial Management System	F	
			Communication skills	B	Advance
			Self-Awareness and Self-Control	B	
			Self-Management	B	
			Decision Making	B	
			Desire for Knowledge	B	
			Ethics	B	
			Planning and Coordination	B	
			Self-motivated	B	
			Self-Confidence	B	
			Team-Working	B	
			Problem Solving of higher degree	B	Basic
			Assertiveness	B	
			Attention to detail	B	
			Commitment to the Organisation-research aligned to organization's goals	B	
			Conceptual Thinking	B	
			Conflict solving strategies	B	
			Consultation and Consensus Building	B	
			Delegation	B	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Empathy	B	
			Giving feedback	B	
Mid Senior Staff	Mid, Senior	COA/D.S (GEN), Deputy Secretary, COFA/DFA Under Secretary (DRC), Under Secretary (General),	Central civil conduct code	F	Advance
			GeM marketplace	F	
			General Financial Rules2017	F	
			NIC applications - email, messenger, cloud storage and others	F	
			Office protocols	F	
			Raj Bhasha	F	
			RTI resolutions	F	
			Team Management	F	
			Writing proficiency	F	
			MS Office	F	
			Budgeting and accountability	F	Basic
			Grammar training for cabinet note EFC or office order	F	
			Procurement and tender writing	F	
			Project appraisal and Management	F	
			Public Financial Management System	F	
			Vendor Management	F	
			IFD framework	F	
			Knowledge Management	F	
			National Anthem Flag code of India and state emblem of India	F	
			Organogram	F	
			Communication skills	B	Advance
			Decision Making	B	
			Desire for Knowledge	B	
			Ethics	B	
			Planning and Coordination	B	
			Self-motivated	B	
			Self-Awareness and Self-Control	B	
			Self-Confidence	B	
			Self-Management	B	
			Team-Working	B	
			Knowledge sharing & mentorship	B	Basic

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Negotiation skills	B	
			Organisational Awareness - Multidisciplinary approach	B	
			Running effective meetings	B	
			Assertiveness	B	
			Attention to detail	B	
			Citizen Centricity First	B	
			Commitment to the Organisation-research aligned to organization's goals	B	
			Conceptual Thinking	B	
			Conflict solving strategies	B	
Personals	Mid	PPS, PPS (F&AO), Sr. Stenographer (PS to JS), Sr. Stenographer (PS to JS), SO	Self-Awareness and Self-Control	B	Advance
			Decision Making	B	
			Planning and Coordination	B	
			Self-motivated	B	
			Self-Confidence	B	
			Team-Working	B	
			Communication skills	B	
			Desire for Knowledge	B	
			Self-Management	B	
			Ethics	B	
			Conflict solving strategies	B	Basic
			Giving feedback	B	
			Problem Solving of higher degree	B	
			Recruitment	B	
			Strategic Thinking	B	
			Attention to detail	B	
			Delegation	B	
			Empathy	B	
			Innovative Thinking	B	
			Knowledge sharing & mentorship	B	
R&A	Junior	SO, ASO (R&A)	Central civil conduct code	F	Advance
			GeM marketplace	F	
			General Financial Rules2017	F	
			MS Office	F	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			NIC applications - email, messenger, cloud storage and others	F	
			Office protocols	F	
			RTI resolutions	F	
			Team Management	F	
			Writing proficiency	F	
			Raj Bhasha	F	
			Knowledge Management	F	Basic
			Organogram	F	
			Procurement and tender writing	F	
			Project appraisal and Management	F	
			Technical Writing	F	
			Budgeting and accountability	F	
			Grammar training for cabinet note EFC or office order	F	
			IFD framework	F	
			National Anthem Flag code of India and state emblem of India	F	
			Private participation	F	
			Communication skills	B	Advance
			Ethics	B	
			Planning and Coordination	B	
			Team-Working	B	
			Desire for Knowledge	B	
			Self-Awareness and Self Control	B	
			Self-Confidence	B	
			Self-Management	B	
			Decision Making	B	
			Self-motivated	B	
			Citizen Centricity First	B	Basic
			Conceptual Thinking	B	
			Attention to detail	B	
			Conflict solving strategies	B	
			Giving feedback	B	
			Networking skills - lab/industry/academia	B	
			Problem Solving of higher degree	B	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Professional Integrity - peer review & benchmark	B	
			Recruitment	B	
			Running effective meetings	B	
Store	Junior	ASO (S&P), ASO (S&P), COSP (S&P), JSA (S&P), SO (S&P), SPO (S&P), SSA (S&P),	GeM marketplace	F	Advance
			General Financial Rules2017	F	
			MS Office	F	
			Office protocols	F	
			Raj Bhasha	F	
			NIC applications - email, messenger, cloud storage and others	F	
			Central civil conduct code	F	
			Team Management	F	
			RTI resolutions	F	
			Writing proficiency	F	
			Procurement and tender writing	F	Basic
			Vendor Management	F	
			National Anthem Flag code of India and state emblem of India	F	
			Grammar training for cabinet note EFC or office order	F	
			Public Financial Management System	F	
			Knowledge Management	F	
			Organogram	F	
			Social Media	F	
			Project management	F	
			Science Communication	F	
			Communication skills	B	Advance
			Self-Confidence	B	
			Team-Working	B	
			Desire for Knowledge	B	
			Self-Awareness and Self Control	B	
			Self-Management	B	
			Decision Making	B	
			Ethics	B	
			Planning and Coordination	B	
			Self-motivated	B	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Conceptual Thinking	B	Basic
			Giving feedback	B	
			Negotiation skills	B	
			Seeking Information	B	
			Innovative Thinking	B	
			Leading Others	B	
			Networking skills - lab/industry/academia	B	
			Problem Solving of higher degree	B	
			Running effective meetings	B	
			Strategic Thinking	B	
Technical	Common Cadre Staff	Business Development Officer	Conceptual Thinking	B	Advance
			Self-motivated	B	
			Self-Confidence	B	
			Scientific Temper: scientific know-why & technical know-how	B	
			Innovative Thinking	B	
			Decision Making	B	
			Team-Working	B	
			Desire for Knowledge	B	
			Communication skills	B	
			Ethics	B	
			Networking skills - lab/industry/academia	B	Basic
			Running effective meetings	B	
			Planning and Coordination	B	
			Strategic Thinking	B	
			Commitment to the Organisation-research aligned to organization's goals	B	
			Professional Integrity - peer review & benchmark	B	
			Conflict solving strategies	B	
			Self-Management	B	
			Delegation	B	
			Attention to detail	B	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
	Common Cadre Staff	Business Development Officer	Leadership, management & mentorship in research	F	Advance
			Laboratory research skills	F	
			Scientific writing and publishing	F	
			Interpreting scientific results	F	
			Good Research Practice	F	
			Professional guidelines, Code of ethics & ethical research	F	
			Develop, plan and experimental design process & skills	F	
			Data analysis, planning & preparing	F	
			Effective collaboration in research	F	
			Effective team work with cross-functional, multi-disciplinary research teams	F	
			Persuasive Grant writing	F	Basic
			Selection and refinement of area of interest	F	
			Scientific Project Management	F	
			Interdisciplinary research	F	
			Innovation, global developments, emerging trends & perspectives	F	
			Investigative approach to product development	F	
			Scientific communication skills - narrative tools	F	
			Managing research tools & data	F	
			Safeguarding of information - IPRs	F	
			Oversight skillset for principal investigator	F	
	Junior Technical staff Group	Technical Assistant Technical Group II Technical Officer Technician Gr C (NT) Higher	Data analysis, planning & preparing	F	Advance
			Laboratory research skills	F	
			Good Research Practice	F	
			Interpreting scientific results	F	
			Develop, plan and experimental design process & skills	F	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Effective team work with cross-functional, multi-disciplinary research teams	F	
			Professional guidelines, Code of ethics & ethical research	F	
			Effective collaboration in research	F	
			Scientific writing and publishing	F	
			Leadership, management & mentorship in research	F	
			Selection and refinement of area of interest	F	Basic
			Safeguarding of information - IPRs	F	
			Interdisciplinary research	F	
			Innovation, global developments, emerging trends & perspectives	F	
			Managing research tools & data	F	
			Scientific Project Management	F	
			Scientific communication skills - narrative tools	F	
			Investigative approach to product development	F	
			Oversight skillset for principal investigator	F	
			Survey techniques, data collection, measure study variables	F	
			Desire for Knowledge	B	Advance
			Self-Confidence	B	
			Conceptual Thinking	B	
			Team-Working	B	
			Self-motivated	B	
			Scientific Temper: scientific know-why & technical know-how	B	
			Decision Making	B	
			Innovative Thinking	B	
			Communication skills	B	
			Ethics	B	
			Giving feedback	B	Basic
			Planning and Coordination	B	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Self-Awareness and Self Control	B	
			Problem Solving of higher degree	B	
			Commitment to the Organisation-research aligned to organization's goals	B	
			Conflict solving strategies	B	
			Negotiation skills	B	
			Professional Integrity - peer review & benchmark	B	
			Strategic Thinking	B	
			Self-Management	B	
	Library Staff	Library Attendant	Good Research Practice	F	Advance
			Scientific writing and publishing	F	
			Leadership, management & mentorship in research	F	
			Develop, plan and experimental design process & skills	F	
			Effective collaboration in research	F	
			Professional guidelines, Code of ethics & ethical research	F	
			Effective team work with cross-functional, multi-disciplinary research teams	F	
			Data analysis, planning & preparing	F	
			Interpreting scientific results	F	
			Laboratory research skills	F	
			Scientific communication skills - narrative tools	F	Basic
			Innovation, global developments, emerging trends & perspectives	F	
			Selection and refinement of area of interest	F	
			Interdisciplinary research	F	
			Safeguarding of information - IPRs	F	
			Investigative approach to product development	F	
			Scientific Project Management	F	
			Managing research tools & data	F	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Survey techniques, data collection, measure study variables	F	
			Oversight skillset for principal investigator	F	
			Innovative Thinking	B	Advance
			Scientific Temper: scientific know-why & technical know-how	B	
			Ethics	B	
			Desire for Knowledge	B	
			Self-Confidence	B	
			Self-motivated	B	
			Communication skills	B	
			Team-Working	B	
			Conceptual Thinking	B	
			Decision Making	B	
			Self-Awareness and Self Control	B	Basic
			Initiative and Drive	B	
			Giving feedback	B	
			Running effective meetings	B	
			Problem Solving of higher degree	B	
			Result Orientation	B	
			Professional Integrity - peer review & benchmark	B	
			Conflict solving strategies	B	
			Planning and Coordination	B	
			Knowledge sharing & mentorship	B	
	Senior Technical staff Group	Senior Technical Officer Senior Technician	Laboratory research skills	F	Advance
			Effective team work with cross-functional, multi-disciplinary research teams	F	
			Develop, plan and experimental design process & skills	F	
			Effective collaboration in research	F	
			Leadership, management & mentorship in research	F	
			Scientific writing and publishing	F	
			Data analysis, planning & preparing	F	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Good Research Practice	F	
			Interpreting scientific results	F	
			Professional guidelines, Code of ethics & ethical research	F	
			Selection and refinement of area of interest	F	Basic
			Scientific communication skills - narrative tools	F	
			Interdisciplinary research	F	
			Investigative approach to product development	F	
			Innovation, global developments, emerging trends & perspectives	F	
			Managing research tools & data	F	
			Scientific Project Management	F	
			Safeguarding of information - IPRs	F	
			Oversight skillset for principal investigator	F	
			Persuasive Grant writing	F	
			Self-Confidence	B	Advance
			Scientific Temper: scientific know-why & technical know-how	B	
			Innovative Thinking	B	
			Conceptual Thinking	B	
			Self-motivated	B	
			Desire for Knowledge	B	
			Team-Working	B	
			Communication skills	B	
			Ethics	B	
			Decision Making	B	
			Conflict solving strategies	B	Basic
			Networking skills - lab/industry/academia	B	
			Professional Integrity - peer review & benchmark	B	
			Commitment to the Organisation-research aligned to organization's goals	B	

Division	Group	Designation	Competency		
			Area/Label	Type	Level
			Self-Awareness and Self Control	B	
			Taking Accountability	B	
			Organisational Awareness - Multidisciplinary approach	B	
			Delegation	B	
			Planning and Coordination	B	
			Giving feedback	B	

3. 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.

4. 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. 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.

6. 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

7. 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	Dimension	Intervention	Logistics to bridge the gap		
				Prerequisites (if any)	HR require -ments	Estimated Timeline
DSIR and CSIR	This is part of lifelong learning and to gain better understanding of concepts outside the area of expertise	Personnel Management	**Learning and Hour** • One hour fortnightly is declared as learning and reading 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	May be implemented immediately

Wing/ Division/ Section	Capacity Required	Dimension	Intervention	Logistics to bridge the gap		
				Prerequisites (if any)	HR require -ments	Estimated Timeline
			knowledge will join it. • Resources from the already available library may be utilized up for reading			
DSIR and CSIR	Know the functions of various division with the department for better coordination with them	Personnel Management	**Department wise Induction Manual**: • 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	Within 6 months
CSIR	To gain a better understanding of the industry	Partnerships & Relationships Personnel Management	**Immersion Program:** Regular visits to be planned to the industry including pharma, MedTech Co.'s, IP Cell of related industries (allowing all designations from JS to ASOs) to understand their functioning, their	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

Wing/ Division/ Section	Capacity Required	Dimension	Intervention	Logistics to bridge the gap		
				Prerequisites (if any)	HR require -ments	Estimated Timeline
			challenges, etc. better.			
DSIR and CSIR	To clear queries/doubts on some of the operations/ technology/ systems/ processes of the Department	Personnel Management	**Virtual Kiosks:** Will have a basic introduction to the process and how to use them	Conference Room or Virtual video conferencing	Experts on the process/ technology / systems within the Departmen t	Already implemen ted for e-Office and Finance (Impleme ntation of Accounts Manager Software)
DSIR and CSIR	To increase the collaboration and cross linkages to other MDO's	Systems & processes Technology & data	**Cross-MDO scientific staff collaboration:** Facil itate collaboration between scientists working in different research centres, institutes and labs across different MDOs by building on each other's capabilities for more value creation	Computers Emails	Technical officer, to act as nodal officer for queries on the tool	Already in place
DSIR and CSIR	Improve and expand access to research data	Systems & processes	**Implement a research data management system**	-	A team of IT officers to maintain the portal and regularly update it	Within a year

Wing/ Division/ Section	Capacity Required	Dimension	Intervention	Logistics to bridge the gap		
				Prerequisites (if any)	HR require -ments	Estimated Timeline
CSIR	Improve Market intelligence for better product and sector insights	Technology and Data	**Subscription to business/ market intelligence competitive profiling tool:**	-	Business Developme nt Group, to act as nodal	Within 12 months
DSIR & CSIR	To ensure effective leadership at senior management positions	Personnel Management	**Science Administrator:** Facilitate senior scientists in smooth transition to the role of an administrator	-	-	Can be implemen ted within next 6 months
DSIR & CSIR	To ensure access to all policy documents	Systems & processes	**Policy Hub** All the policies being followed in the Department would be available for all the staff	MDO Website	Technical offices, to act as nodal officer and upload/upd ate policies timely	Available on CSIR website
DSIR & CSIR	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 on CSIR website or newsletter.	MDO Website/ Newsletter and HRMS	2 – 3 Technical officers	Policy has to be formulate d for S&T MDOs
DSIR & CSIR	To make it easy for a new joiner to understand the working &	Personnel Management	**Mentorship program**	-	Departmen t officials since they will	Policy need to be formulate d

Wing/ Division/ Section	Capacity Required	Dimension	Intervention	Logistics to bridge the gap		
				Prerequisites (if any)	HR require -ments	Estimated Timeline
	culture in the Department		• Aligning one mentor to one new joiner. The mentor would help the new joiner easy to get accustomed to the culture of the Department		become mentors	

C. Courses Identified

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

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 2 of the report.

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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
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
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	50m	ISTM	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			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					
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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
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
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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
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
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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
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
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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00004	Maintaining mental health	Increasing your Emotional Quotient	Stress Management Self-Control Mindfulness Stress & Resilience	1h	Art of Living	Link	L1	iGOT
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 heath.	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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
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 excellent performer. For this, we need to find our own motivation that is relevant to our context, situation and job	1h 8m	DoPT	Link	L1	iGOT
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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00002	Negotiation skills	Conflict Management & Negotiation	Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Win Win situation	1h 30m	DoPT	Link	L1	iGOT
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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
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 learn a meditation that helps us transform our emotions. This course comprises of learning videos by Gurudev Sri Sri Ravi Shankar.	1h	The Art of Living	Link	L1	iGOT
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,	1h 8m	DoPT	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			motivating factors outside work hours.					
BH00004	Self-Awareness and Self-Control	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 learn a meditation that helps us transform our emotions. This course comprises of learning videos by Gurudev Sri Sri Ravi Shankar.	1h	Art of Living	Link	L1	iGOT
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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
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 of stress , its impact, symptoms, causes as well as practical interventions which can help busting the stress level.	2h 17m	IIPA	Link	L2	iGOT
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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00013	Team management, sensitiveness to team	Team Engagement	Basics of Engaging Teams	20 Min	BSNL	Link	L1	iGOT
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 prioritize time and explains the need for focusing 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	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*	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	50 min	ISTM	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			budgets, budgetary process and voting/ passing the budget					
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	Link	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
					Division NeGD			
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	2h 11m	Indian Institute of Public	Link	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			against relevant security risks in the cyber environment.		Administration			
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 Secretariat Training and Management	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 Communication 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 formulation	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	Module 1: Manage Anxiety while Presenting Module 2: Ground Rules for Presenting Better Module 3: Perfect the Planned Presentation	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 Market Place(GeM)	Link	L1	iGOT
FN00044	Understanding of GeM Marketplace	Buyer Dashboard	Different Buyer Dashboards available on GeM for Buyers to use.	15m	Government e Market Place(GeM)	Link	L1	iGOT

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 Byer 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 Market Place(GeM)	Link	L1	iGOT
FN00008	Understanding of GeM Marketplace	Procurement Process	This modules contains all procurement processes available on the GeM Portal.	2h 49m	Government e Market Place(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 Market Place(GeM)	Link	L1	iGOT
FN00009	Understanding of GeM Marketplace	Vendor Registration	Complete registration process for vendors	20m	Government e Market Place(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 Departm	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)	Learning objectives of the course: · 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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00076	Improving productivity using AI and Chat GPT	Introduction to Leveraging AI and Chat GPT	The course "Introduction to Leveraging AI" provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications.	24m 36s	Invest India	Link	L1	iGOT

Legend to read the above 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

2. Courses Offered by HRDC

Following courses were offered by HRDC from April 2022 to April 2023 –

Course Code	Course Title	Type	Course Dates	When
CSIR-HRDC 001	Brainstorming on Additive Manufacturing	D	26/04/2022	Q1
CSIR-HRDC 002	Programme on Emerging Trends and Best Practices in R&D Project Management	F	17/05/2022 to 20/05/2022	Q1
CSIR-HRDC 003	Programme on RTI and Transparency Audit	F	23/05/2022 to 24/05/2022	Q1
CSIR-HRDC 004	Orientation Programme for recently promoted SOs (from ASOs) and recently joined ASOs (for CSIR-CIMFR, CSIR-NML, CSIR-NEIST, CSIR-IICB and CSIR-CGCRI)	F	25/05/2022 to 27/05/2022	Q1
CSIR-HRDC 005	Programme on Procurement of Goods and Services	F	09/06/2022 to 10/06/2022	Q1
CSIR-HRDC 006	Awareness Programme on Gender Sensitization and Sexual Harassment of Women at Workplace, Prevention, Redressal and procedures	B	14/07/2022	Q2

Course Code	Course Title	Type	Course Dates	When
CSIR-HRDC 007	Induction Programmes for Newly Recruited Scientists	F	11/07/2022 to 16/07/2022	Q2
CSIR-HRDC 008	Induction Training Programme for Newly Recruited Scientists	F	18/07/2022 to 23/07/2022	Q2
CSIR-HRDC 009	Training/Awareness Programme for PME Scientists/Financial Officials of CSIR Labs	F	25/08/2022 to 26/08/2022	Q2
CSIR-HRDC 010	Orientation Training Programme for newly promoted Section Officers	F	12/10/2022 to 14/10/2022	Q3
CSIR-HRDC 011	Programme on Ethics in Research and in Governance for CSIR Biological Sciences Cluster (i.e. CSIR-CCMB, CSIR-CDRI, CSIR-CFTRI, CSIR-CIMAP, CSIR-IGIB, CSIR-IHBT, CSIR-IICB,	F	17/10/2022 to 21/10/2022	Q3
CSIR-HRDC 012	Programme on Excellence in Leadership	B	08/12/2022 to 09/12/2022	Q3
CSIR-HRDC 013	Workshop on GEM Procurement Procedures at CSIR-CBRI Roorkee	F	22/12/2022 to 23/12/2022	Q3

Course Code	Course Title	Type	Course Dates	When
CSIR-HRDC 014	Programme on Noting, Drafting and Service Rules	F	06/02/2023 to 07/02/2023	Q4
CSIR-HRDC 015	Workshop on Government e-Marketplace (GeM) (For CSIR-CLRI, SERC, CFTRI, CECRI, NAL and NIIST)	F	44970	Q4
CSIR-HRDC 016	Induction Programme for Newly Recruited Scientists	F	13/02/2023 to 18/02/2023	Q4
CSIR-HRDC 017	Programme on Work-Life Balance	B	14/03/2023	Q4

3. List of Course mapping other than iGOT

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0080	Accountability	Taking Accountability	Behavioral	While it may appear that accountability begins externally, it begins within oneself. The first step is to make sure your officer is prepared to be held accountable. We want the governance to succeed, so it is critical that before we discuss accountability, we help to establish an environment in which people believe they can succeed. Officers may then take full responsibility for any action they choose to take when the time comes, and they will do their best if things don't go as planned since they have consciously decided to be accountable for their actions. Accountability is beneficial not only to those who are unable to find time for themselves, but also to those who suffer from perfectionism.	-	IIPA	Link	Advanced	Offline
OT0114	Active Listening Skills	Listen Actively	Behavioral	Refer to the course link	41 minutes	Harappa-Thriversity	Link	Basic	Online
OT0098	Attention to Detail	Attention to Detail	Behavioral	Refer to the course link		IIPA	Link	Advanced	Offline
OT0001	Benchmarking	Benchmarking	Functional	Recognize the five steps of the basic benchmarking method; Develop a realistic plan and schedule for a benchmarking project; Search and identify potential benchmarking partners by conducting secondary research; Understand how to use the 7 basic Quality Improvement Tools for benchmark process comparison.; Select appropriate recommendations for process improvement	32m	Michael Bell	Link	Basic	Udemy
OT0002	Budgeting & Accounting	Financial Management	Functional	The course covers the following points: - Understanding Finance and Financial Terms, General Financial Rules, 2017, Budgeting Process, Appropriation and Re-Appropriation of funds, Tools and techniques for short term and long-term financial planning, understanding financial statements: Balance Sheet, Income Statement, Analysis of Financial Statements for Decision Making, Forensic Financial Statement analysis, Financial Products and Service & Regulatory Framework	-	IIPA	Link	Advanced	IIPA
OT0003	Cash Flow Management	Cash Flow Management Basics	Functional	Learn about Cash Management, Profitability, and Financial Ratios, with this free online cash flow management course	3h	Interpretable Alison Stats	Link	Basic	Online
OT0072	Commitment to the Organization	Commitment to the Organization	Behavioral	The competency of 'Commitment to the Organization' in civil services has multiple facets involving the 'organization' and the 'employee (civil servant)' coupled with 'goals of the organization' and 'commitment of the employee (civil servant)'. In the theory of management science, 'the commitment to the organization' is better understood as 'organizational commitment'.	-	IIPA	Link	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0105	Communication Skills	THE WINNING COMMUNICATOR	Behavioral	Refer to the course link	<1.5 hours	Harappa-Thriversity	Link	Basic	Online
OT0106	Communication Skills	Communication Skills	Behavioral	Civil services are at the epicenter of all government activities and the civil service officers are responsible for policy making and are the executive hand which delivers on ground. The capacity of the Civil services plays a vital role in delivering a wide range of services, ensure implementation of welfare programs and perform core governance functions. The Government recognizing the crucial role of Capacity building of Civil Services, instituted the Mission Karmayogi which marks a signal shift in competency driven training and Human Resource (HR) management of officials by transitioning from a 'rules-based' system to the 'roles-based' system.	-	IIPA	Link	Advanced	Offline
OT0078	Conceptual Thinking	Conceptual Thinking	Behavioral	Conceptual thinking is the ability to understand something at the abstract level, ability to see the big picture, see behind the curtain, the why, the cause and effect without having to physically observe something with your five senses. It is the ability to understand concepts behind what is talked about that cause it to make sense or help us to understand why it is happening, how it is happening and what we could do to alter the results. It also includes analyzing hypothetical situations	-	IIPA	Link	Advanced	Offline
OT0073	Conflict Solving Strategies	Workplace Conflict - An Opportunity for Growth#	Behavioral	Understanding conflicts and conflict dynamics Learning to acknowledge emotions in conflict Understanding organizational and individual benefits of integrating multiple perspectives Having a difficult conversation with active listening, critical thinking, and empathy Addressing conflict constructively in the workplace	3 days	IIM Bangalore	Link	Advanced	IIMB Campus
OT0081	Consultation & Consensus Building	Consultation & Consensus Building	Behavioral	Consultation and Consensus Building forms the backbone of contemporary citizen centric governance necessitated by the complexities of the state's functions in relation to its citizens along with interdependent organizational, global economic and political system. Kettl (2015). It is imperative that an able public administrator has the ability to identify the stakeholders/influencers, establish trusting relationships, consult them through formal and informal channels, build consensus through dialogue, persuasion, and effect reconciliation of diverse views/interests for common good. Though similar, the terms consultation and consensus building are not synonymous.	-	IIPA	Link	Advanced	Offline
OT0004	Contract Management	Public Procurement	Functional	Refer to the course link	6 days	AJNIFM	Link	Advanced	AJNIFM
OT0084	Customer Centric	People Centric	Behavioral	People's participation in governance represents a shift in the development paradigm of the country, from citizens, as the recipients of the developments, to one that views them as active participants in the development process. Equally, it involves a shift from the "top-down" to	-	IIPA	Link	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
				the "bottom-up" approach of decision-making processes, which affect people's lives, their businesses, and their communities.					
OT0005	CVC Guidelines	ADMINISTRATIVE EFFECTIVENESS, FOCUS: RTI, PREVENTIVE VIGILANCE & e-PROCUREMENT (39500/-(Non-Residential))	Functional	Overview, Definition & Determination of Vigilance Angle · Preventive Vigilance & its measures · CVC Act 2003 – Role & Functions of CVC & Important CVC instructions · The Right to Information Act 2005 and related case laws. · Overview of RTI, definition and role of different party i.e., APIO, PIO, CPIO and Appellate Authority · Various orders related to the Right to Information Act 2005. · RTI various clauses including exemption clauses · GFR Rules related to contract and procurement	5 days	NPC	Link	Advanced	Offline
OT0006	Data analysis	Big Data Management & Comprehensive Analysis	Functional	This Programme was sponsored by DST (Govt. of India) and no fee is charged from the participants. This is part of the NATIONAL PROGRAMME FOR TRAINING OF SCIENTISTS & TECHNOLOGISTS WORKING IN GOVERNMENT SECTOR	5 days	C-DAC	Link	Advanced	Online
OT0007	Data analysis	Data Analytics for Public Administrators	Functional	Data Aggregation for policy evaluation, Evaluation of the policy objectives, measuring impact of the policies, Data Mining Techniques/Data Classification for Designing public Policy, Handling Text Data, Understanding the behaviors of the beneficiaries	-	IIPA	Link	Advanced	Offline
OT0008	Data analysis	Fundamentals of Data Analytics	Functional	Basic statistical concepts with practical problem solving and interpretation by application of theoretical learnings	-	India AI	Link	Basic	Online
OT0082	Decision Making	Decision Making	Behavioral	The topic of Decision-making has been included under the broad heading of the competency skill of 'Equity' though the skills of decision making extend to almost all aspects of planning and implementation of any Programme of governance. Decision-making per se is an extremely vast subject with relevance in all fields of management and administration including military science, social and physical sciences including the field of medicine and health. The topic is looked upon here in relevance to components of decision making its relevance to building the core competency of decision making equitably from the point of view of public governance.	-	IIPA	Link	Advanced	Offline
OT0083	Delegation	Delegation	Behavioral	All organizations are structured based on the principle of hierarchy which binds different levels and units of the organization with a continuous chain of authority. In a small scale organization, the head may be able to run the administration effectively by keeping all the powers with himself, but this may not be possible in the case of a large scale establishment like that of Indian Civil Services. The need of	-	IIPA	Link	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
				delegation is greatly felt with the growth of any organization. Delegation generally means conferment of authority by a superior to a subordinate for the accomplishment of an assigned mission or project					
OT0108	Desire for Knowledge	Desire for Knowledge	Behavioral	Refer to the course link		IIPA	Link	advanced	Online
OT0095	Developing Others	Developing Others	Behavioral	Refer to the course link		IIPA	Link	Advanced	Offline
OT0009	Disaster Management	Disaster Management Pre- Disaster Risk Reduction	Functional	To achieve these course objectives, this course consists of the following 4 modules: · Module 1- Preparedness · Module 2- Prevention & · Module 3- Monitoring & Assessment · Module 4- Evaluation	Not mentioned	National Productivity Council	Link	Advanced	Online
OT0010	Disaster Management	Disaster Management Post- Disaster Risk Reduction	Functional	To achieve these course objectives, this course consists of the following 4 modules: Module 1- Introduction Module 2- Rescue Module 3- Relief Module 4- Rehabilitation	Not mentioned	National Productivity Council	Link	Advanced	Online
OT0011	Drafting proposals	Successful Proposal Writing Training Course For All Careers	Functional	Writing winning proposals effectively and efficiently.; Develop proposals with a higher chance of winning; Learn how to differentiate your proposals from competition; Best practices, templates, guides, and tips and tricks.; Proposal strategy, planning, authoring, and improving; Thinking like a proposal evaluator, funder, buyer or investor.; Learning to win business via grants and contracts	2h 21m	Nitin Pradhan	Link	Basic	Udemy
OT0086	Empathy	Empathy	Behavioral	Covers the following: Is sensitive to signs of overwork in others, Shows interest in the needs, hopes and dreams of other people, Is willing to help an employee with personal problems, Conveys compassion toward them when other people disclosed a personal loss	-	IIPA	Link	Advanced	Offline
OT0067	Ethics	Ethics and Value in Public Governance	Behavioral	The course on Ethics and Value in Public Governance provides an understanding of the ethical principles and values that govern public administration, as well as the skills to apply ethical decision-making frameworks to real-world scenarios, in order to promote ethical behavior and integrity in public service, with a focus on enhancing the effectiveness and legitimacy of public institutions	3 days	ISTM	Link	Advanced	Online
OT0068	Ethics	Ethics and Values in Administration	Behavioral	The course on Ethics and Values in Administration provides an understanding of the ethical principles and values that govern public administration, as well as the skills to apply ethical decision-making frameworks to real-world scenarios, in order to promote ethical behavior and integrity in public service.	3 days	HIPA	Link	Advanced	HIPA
OT0069	Ethics	Ethics in Governance	Behavioral	The course will cover the following modules:- Ethics & Governance, Ethical aspects in Public Service, Ethical Values in Governance	2 days	ATI, Mysore	Link	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
				Components of Governance, Code of Ethics for Civil Servants, Institutional Framework for Combating Corruption, Social aspects of Ethics, Promoting Transparency in Public Service					
OT0012	Financial Management	Financial Management	Functional	Understanding Finance and Financial Terms General Financial Rules, 2017 Budgeting Process Appropriation and Re-Appropriation of funds Tools and techniques for short term and long-term financial planning Understanding financial statements: Balance Sheet, Income Statement Analysis of Financial Statements for Decision Making Forensic Financial Statement analysis Financial Products and Service & Regulatory Framework	-	IIPA	Link	Advanced	Offline
OT0013	Financial Management	Public Financial Management - a module of The Professional Training Course (PTC)	Functional	Regular Class Room Sessions Presentations- Individual as well as group presentations by participants Case Studies Discussions Assignments Practical exercises, Quiz etc. Field visits and attachment for practical exposure	26 weeks (12 modules)	AJNIFM	Link	Advanced	Offline
OT0014	Gender Budgeting	Online Training Programme on Gender Responsive Budgeting	Functional	To discuss gender issues in Labour.; To identify gender budgeting initiatives of government of India.; To discuss concepts, tools and methods of gender budgeting. ; To discuss the Importance of Gender Budgeting and women empowerment.	5 days	V. V. Girl National Labour Institute	Link	Advanced	Online
OT0015	Grant Administration & Grant Writing	Certificate Workshop on Fundraising & Grant Management	Functional	Introduction to Fundraising; Understanding the Fundraising; Cycle, Approaches, and Methods for fundraising; Understanding the Best Practices for Grants and Contract Management; Managing Relations with Donors; Reaching and Retaining Donors	5h 30m	Centre for Civil Society	Link	Advanced	Online
OT0016	Grant Administration & Grant Writing	Grant Management for Health and Social Science Researchers	Functional	Define and list different types of health research; Describe different types of researcher roles in grant management; Enumerate tasks for an investigator at various stages of the research cycle; List and explain basic competency requirements for an investigator	1h	St. John's Research Institute, Bengaluru	Link	Basic	Online
OT0017	Grant Administration & Grant Writing	Training on Grants Management	Functional	Introduction to Grants Management; Grants Lifecycle; Elements of Grants Application; Grants Budgeting; Grants Reporting	7d/5d	Dev Impact Institute	Link	Advanced	Online/ Offline
OT0018	Grant Administration	Workshop on Scientific	Functional	Pre-award and post-award grant management, writing research project	5 days	IISER-Pune	Link	Advanced	IISER-Pune

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
	& Grant Writing	Project Management							
OT0097	Initiative & Drive	Initiative & Drive	Behavioral	Refer to the course link		IIPA	Link	Advanced	Offline
OT0099	Innovative Thinking	Innovative Thinking	Behavioral	Refer to the course link		IIPA	Link	Advanced	Offline
OT0100	Innovative Thinking	Innovation and Change Leadership	Behavioral	Prepare the current and future generation of leaders to become the change agent · Impact of innovation on the environment and help in devising strategies for organizational growth · Promote lateral thinking and innovation	3 days	ASCI	Link	Advanced	ASCI Hydera bad
OT0101	Innovative Thinking	Innovation and Entrepreneurs hip	Behavioral	This course is focussed on building leadership competencies about innovation and intrapreneurship · The course equips the participant with information and tools of innovation	3 days	ISB	Link	Advanced	ISB
OT0102	Innovative Thinking	Strategic Leadership and Innovation in the Digital Era	Behavioral	This course focuses on the fast-changing/disruptive work environment in the digital era and its implications · The course helps participants understand innovation and entrepreneurship, the challenges to it, and the role of leadership in building on innovation and entrepreneurship · The course also aims to provide participants with a range of entrepreneurial strategies, facilitate scenario planning, and share best practices regarding leadership resilience, agility, and innovation	3 days	IIM B	Link	Advanced	IIM B
OT0094	Integrity	Integrity	Behavioral	Refer to the course link		IIPA	Link	Advanced	Offline
OT0019	Intellectual Property Rights	Online Training Program on Patent filing, Patent search, Patent writing , Trademark, Copyright, Design filing	Functional	Patent filing, specification writing Patent prior art search, Design filing, copyright filing, IP commercialization	3 days	RGNIIPM	Link	Advanced	Online
OT0020	Internal Audit	Internal Audit	Functional	Module I - Internal Audit- Understanding the Concept Module II - Need and Process to Set Up. Module III – Tools and Strategies		NPC	Link		Online
OT0021	Inventory planning	Master Course in Inventory Management and Inventory Control	Functional	Basics of Materials Management and Inventory Control along with its objectives, Methods, Merits and Demerits	46m	Udemy	Link	Basic	Online
OT0022	Knowledge Management	Knowledge Management	Functional	Understand the current theories, practices, tools and techniques in knowledge management (KM) to deal with the challenges with the organization and management of knowledge.	8 weeks	NPTEL	Link	Advanced	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0023	Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	National Data Sharing and Accessibility Policy	Functional	Refer to the course link	1h	DST	Link	Basic	Online Reading
OT0024	Knowledge of Public Financial Management System	Workshop on PFMS	Functional		Refer to the course link	2 days	NATIONAL INSTITUTE OF COMMUNICATIONFINANCE		Offline
OT0025	Knowledge of taxation of products, GST and customs duty	GST Workshop-- Refund, Rebate & Drawback Claims processing thereof	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	-	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0026	Knowledge of taxation of products, GST and customs duty	GST Workshop on GST Returns & updates	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	-	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0027	Knowledge of taxation of products, GST and customs duty	GST Audit Training – specialized (GST Audit Officers)	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	-	Advanced	NACIN, Raipur (National Academy of Custom

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
									s, Indirect Taxes & Narcotics)
OT0028	Knowledge of taxation of products, GST and customs duty	Webinar on GST -Latest Development & Updates	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	-	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0029	Knowledge of taxation of products, GST and customs duty	GST Audit Refresher Course	Functional	Refer to the course link	2 days	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	-	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0030	Knowledge of taxation of products, GST and customs duty	Scrutiny of GST Returns	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	-	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0031	Knowledge of taxation of products, GST and customs duty	GST- Audit two days' workshop	Functional	Refer to the course link	2 days	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	-	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0032	Knowledge on RTI resolutions	Record Management - Right to Information	Functional	Provides understanding of record management principles and practices · Salient features of RTI Act & Obligation of the Public Authorities · Public Records Act & Rule with reference to RTI	3 days	ISTM	Link	Advanced	Online
OT0033	Knowledge on RTI resolutions	Right to Information - Public Information Officers	Functional	Provides understanding of the Right to Information Act and related regulations · Develops skills of Public Information Officers for effective implementation of the Act	3 days	ISTM	Link	Advanced	Online
OT0109	Leadership	Leadership and Change Management	Behavioral	This course will be aimed at developing competencies in Civil Service leadership around · Leadership in Complex Situations · Realigning and recalibrating self with new knowledge, concepts, and tools · Managing Change in the organization · Taking Charge and Leading Strategy	5 days	IIM A	Link	Advanced	IIM A
OT0110	Leadership	Enlightened Leadership	Behavioral	This course focuses on the concepts of · Enlightened leadership and Responsible Business practices · Building competencies to lead sustainable high-performance organizations. · Creating societal value by addressing the needs and concerns of all Citizens, not just organizational performance · Emphasizing the meeting of diverse performance expectations of customers, employees, suppliers, and the larger community and society.	5 days	IIM B	Link	Advanced	IIM B
OT0111	Leadership	Essentials of Leadership	Behavioral	This course focuses on building Leadership skills through self-awareness, emotional intelligence and management of stakeholders across levels · This course will enable the participant to transition from Supervisor to change agent and also help develop resilience	5 days	ISB	Link	Advanced	ISB
OT0087	Leading Others	Personality Development	Behavioral	Self-Management Positive Attitude Manners and Etiquette Personal Psychometric analysis	Customizable	L&T	Link	Basic	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
				Time management and Goal Setting Personal SWOT Self -Awareness Emotional Intelligence Decision making and Problem Solving Grooming and Personal Hygiene Leadership Skills					
OT0088	Leading Others	Leadership and Change Management	Behavioral	This course will be aimed at developing competencies in Civil Service leadership around · Leadership in Complex Situations · Realigning and recalibrating self with new knowledge, concepts, and tools · Managing Change in the organization · Taking Charge and Leading Strategy	5 days	IIM A	Link	Advanced	IIM A
OT0089	Leading Others	Enlightened Leadership	Behavioral	This course focuses on the concepts of · Enlightened leadership and Responsible Business practices · Building competencies to lead sustainable high-performance organizations. · Creating societal value by addressing the needs and concerns of all Citizens, not just organizational performance · Emphasizing the meeting of diverse performance expectations of customers, employees, suppliers, and the larger community and society.	5 days	IIM B	Link	Advanced	IIM B
OT0090	Leading Others	Essentials of Leadership	Behavioral	This course focuses on building Leadership skills through self-awareness, emotional intelligence and management of stakeholders across levels · This course will enable the participant to transition from Supervisor to change agent and also help develop resilience	5 days	ISB	Link	Advanced	ISB
OT0034	Maintaining a computer centre	PC Maintenance For Beginners	Functional	Identify the ten tasks needed to speed up their computer and keep it running at its best performance; Learn new computer terms; Perform each of the ten tasks to speed up their computer; Impress their friends and family with their new knowledge!	26m	Hannah Kramer, Malcolm McMillan	Link	Basic	Udemy
OT0035	Maintaining Laboratories	Certificate Programme in Laboratory Techniques	Functional	Familiarize the learners with the basic facilities available in school and college level Biology, Chemistry and Physics laboratories; Impart knowledge of the basics of organization and management of science laboratories; Train the learners in the operation and maintenance of simple instruments used in science laboratories; Enable them to develop skills in common laboratory techniques; Train them in the procedures of procurement and storage of laboratory equipment and materials; Enable them to adopt appropriate disposal procedures and safety methods suitable for laboratories.	6 months	INDIRA GANDHI NATIONAL OPEN UNIVERSITY	http://www.ignou.ac.in/ignou/aboutignou/school/sos/programmes/detail/170/2	Advanced	INDIRA GANDHI NATIONAL OPEN UNIVERSITY
OT0036	Maintaining Library &	Certificate Course in	Functional	LIBRARY AND SOCIETY; LIBRARY RESOURCES: ACQUISTION AND PROCESSING; LIBRARY RECORDS; COMPUTER APPLICATIONS IN LIBRARIES;	-	National Institute of	Link	Advanced	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
	Information Centre	Library Science				Open Schooling			
OT0037	National Anthem, Flag code of India and State Emblem of India	Flag code on India (PDF)	Functional	Refer to the course link	NA	Ministry of Home Affairs	Link	Basic	Online Reading
OT0038	National Anthem, Flag code of India and State Emblem of India	State Emblem	Functional	Refer to the course link	NA	Know India	Link	Basic	Online Reading
OT0039	National Anthem, Flag code of India and State Emblem of India	National Anthem	Functional	Refer to the course link	NA	Know India	Link	Basic	Online Reading and Listening
OT0071	Negotiation Skills	Negotiation Skills	Behavioral	Understand the basics of negotiations and getting an insight into the negotiation processes Understand fundamental rules of negotiation Understand the difference between distributive and integrative negotiation Understand the role of power in negotiation Appreciate the dynamics of multi-party negotiation	2 days	IIM Raipur	Link	Advanced	IIM Raipur
OT0040	Noting and Drafting	Workshop on Noting & Drafting Skills	Functional	Know the terms "Noting" and "Drafting" · Understood the noting skills and drafting skills · Apply functional approach to Noting · Draft an appropriate & effective communication in each situation	3h	National Productivity Council	Link	Basic	Online
OT0070	Organizational Awareness	Organizational Awareness	Behavioral	Building Liaisons/Networks, Creating an Inclusive Environment, Achieving Organizational Goals, Building an Effective Risk Culture, Addressing Poor Performance, Data Driven Decision Making, Leadership and Management Skills, Fostering Innovation and Using Modern Training Aids	-	IIPA	Link	Advanced	Offline
OT0085	People First	People Centric	Behavioral	People's participation in governance represents a shift in the development paradigm of the country, from citizens, as the recipients of the developments, to one that views them as active participants in the development process. Equally, it involves a shift from the "top-down" to the "bottom-up" approach of decision making processes, which affect people's lives, their businesses and their communities.	-	IIPA	Link	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0041	Persuasive Grant writing	Scientific Project Management	Functional	Grant management	1 week	IISER-Pune	Link	Advanced	Offline
OT0096	Planning & Coordination	Planning & Coordination	Behavioral	Refer to the course link		IIPA	Link	Advanced	Offline
OT0042	Policy making/drafting	Public Policy for Good Governance	Functional	Framework of public policy Concept of governance Values for good governance	3 days	ISTM	Link	Advanced	Online
OT0043	Policy making/drafting	Public Policy Research	Functional	Refer to the course link	-	IIPA	Link	Advanced	Offline
OT0117	Presentation Skill	Workshop on effective Presentation Skills	Behavioral	Refer to the course link	2 days	ISTM	Link	Advanced	Online
OT0103	Problem Solving	IDENTIFY DIFFERENT TYPES OF PROBLEMS	Behavioral	Includes Problem Solving	45 minutes	Harappa-Thriversity	IDENTIFY DIFFERENT TYPES OF PROBLEMS	Basic	Online
OT0104	Problem Solving	Problem Solving	Behavioral	Finding solutions to problems is an important element of any civil servants' job. Thus, being a confident problem solver is critical to successful discharge of the assigned duties. 'Efficiency' is one of the pillars of Good Governance and Citizen Centric Administration and 'Problem Solving' is a key attribute of the 'Efficiency' pillar.	-	IIPA	Link	Advanced	Offline
OT0044	Process Improvement	Government Process reengineering	Functional	The objective of this training program is designed to provide essential skills and hands-on experience Ø Realign government service delivery with the citizen focus. Ø Improve transparency, accountability and trust in the government. Ø Improve the citizen experience in Government transactions, reducing time, costs and administration burden for government agencies.	3 days	NeGD	Link	Advanced	Offline
OT0045	Process improvement	Kaizen - Continuous Improvement	Functional	Implement Kaizen and improve processes; Identify waste from their processes; boost the efficiency and productivity of a team	2.5h	Udemy (OpEx GURU)	Link	Basic	Udemy

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Practitioner Course							
OT0046	Process improvement	Lean Six Sigma Foundations	Functional	Principles of lean enterprise, lean manufacturing with Six Sigma	1h 10m	LinkedIn	Link	Basic	LinkedIn
OT0047	Process improvement	Lean Process Improvement for Sustainable System, key to Good Governance	Functional	Process improvement; Good Governance	5 days	National Productivity Council (NPC)	Link	Advanced	NPC, Udaipur
OT0048	Project Management	Project Management	Functional	Refer to the course link	45 m	Project Management Institute	Link	Basic	Online
OT0049	Project Management	Training Programme on Project and Risk Management	Functional	Refer to the course link	40 h	AJNIFM	Link	Advanced	AJNIFM
OT0050	Project Marketing	Marketing Strategies & Product Branding for SMEs	Functional	Design of New Products Ø Determining Pricing Ø Developing Promotional Strategies Ø Competitive Distribution channels Ø Branding Strategies, Brand Loyalty and Brand-IPR	-	NPC	Link	Advanced	Online
OT0051	Purchase forecasting	Supply Chain: Demand Planning (Sales Forecasting and S&OP)	Functional	Reflect reality of market demand and then drive a balanced sales forecast.; Measure forecast accuracy & apply forecasting improvement steps; Generate rolling forecast for wider horizons for business growth & capacity planning; Apply time fence policy of forecasting to draw the line between supply & demand teams	2h	Yasin Bin Abdul Quader	Link	Basic	Online
OT0079	Result Orientation	Results Orientation	Behavioral	The results-oriented role for officers in the government is intended to similar that of profit-seeking managers in the private sector. Being result-driven is a vital quality that affects the career of a civil servant positively regardless of his profession, department, and career level. It means cultivating a culture of setting targets and accomplishing them.	-	IIPA	Link	Advanced	Offline
OT0052	Science diplomacy	Science diplomacy	Functional	The two-week course is designed for participants interested in issues related to, inter alia, Science, Technology and Innovation (STI), global issues in S&T governance, and South-South Cooperation. This course will familiarize them with global S&T landscape, global environmental governance, international co-operation in S&T and Innovation, and, South-South Cooperation. The course includes specialized lecturers, case studies, group discussions and field (and cultural) visits. These will		RIS	Link		Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
				be complemented by background materials and texts. Course agenda will be provided before commencement of the programme.					
OT0053	Scientific Project Management	Scientific Project Management	Functional	Grant management	1 week	IISER-Pune	Link	Advanced	Offline
OT0115	Scientific Temper: scientific know-why & technical know-how	Workshop on Promotion of Scientific Temper Among the Youth	Behavioral	Refer to the course link		DBT+RGNIYD	Link	Basic	Online
OT0075	Seeking Information	Seeking Information	Behavioral	RTI related information	-	IIPA	Link	Advanced	Offline
OT0074	Self Confidence	Self Confidence	Behavioral	Focus on Competencies - from Rule to Role. The government recently announced the rollout of the Mission Karmayogi, a scheme aimed at preparing civil servants for the future. Mission Karmayogi emphasizes competency driven capacity building and human resource management, facilitating a shift from „rule-based" to „role-based" learning and competency building system. It is the most profound shift in the outlook of HR managers and cadre managers that will help drive the understanding that a role should be performed by an individual who possesses the best competencies for that given role. The programme ensures that all civil service officials will be able to access the competency building products and build the competencies required to efficiently discharge their roles. These competencies would typically include behavioural attitudes, functional knowledge and skills, and domain expertise.	-	IIPA	Link	Advanced	Offline
OT0107	Self-Awareness and Self-Control	Self-Awareness and Self-Control	Behavioral	Identity and Self-Awareness Benefits of Self Awareness Self-Acceptance, Self-Control, Improving Self Control, etc.		IIPA	Link		Online
OT0116	Sharing Knowledge and Mentorship	Workshop on Mentoring	Behavioral	Part of Trainer development Program	3 days in August, 23	DOPT	Link	Advanced	Offline
OT0076	Strategic thinking	Strategic Thinking	Behavioral	To think strategically means to see and understand the bigger picture of what the organization is, where it needs to go, and how it will get there. Vision, Goals and objectives, Strengths and weaknesses, Key values, Actions, Future challenges.	-	IIPA	Link	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0077	Strategic thinking	Certificate In Strategic Thinking And Decision Making	Behavioral	The role of leaders Effective decision processes Effective strategic deployment	3 months	National School of Leadership	Link	Advanced	Distance Learning
OT0054	Supplier relationship management	Procurement Basics: Supplier Relationship Management	Functional	Supplier Relationship Management, Supply Chain Management, Vendor Management, Procurement, Sourcing, Purchasing, Operations Management	1h	Udemy	Link	Basic	Online
OT0112	Taking Ownership	OWN WHAT YOU DO	Behavioral	Refer to the course link	<1.5 hours	Harappa-Thriversity	Link	Basic	Online
OT0113	Taking Ownership	Taking Accountability	Behavioral	Refer to the course link	-	IIPA	Link	Advanced	Offline
OT0055	Team Management	Leadership Skills to Build High Performance Teams	Functional	Understanding People's Potential & Group dynamics · Achieving the Results and Goals · Developing People's Potential for High Performance · Retaining and Sustaining High Performance · TEAM- Trust, Engagement, Access, Motivation	2h	SBI	Link	Basic	edX
OT0056	Team Management	Building and Leading Effective Teams	Functional	Identifying ways of mitigating differences and conflicts at work place and in other social situations · Facilitation of building organizational culture conducive for teamwork · Development of creative and learning skills to enhance interpersonal relationships	3 days	ASCI	Link	Advanced	ASCI
OT0057	Team Management	Motivation, Team Building and Leadership	Functional	Motivating oneself and others · Effective individual and team decision making · Conflict management, leading teams · Team building and leadership from an Indian perspective	3 days	IIM Indore	Link	Advanced	IIM Indore
OT0058	Team Management	Building high performing teams	Functional	This course focuses on building high performing teams by enhancing trust, collaboration and diversity · This course helps participants to identify ways to build a culture of shared values, purpose and goals	2 days	ISB	Link	Advanced	ISB Hyderabad
OT0059	Team Management	Leadership and Team Building	Functional	The team building course focuses on developing a cohesive and effective team by enhancing communication, collaboration, and problem-solving skills among team members. · Participants will learn how to identify and utilize individual strengths and weaknesses within the team to achieve common goals, while also gaining an understanding of group dynamics and how to manage conflicts constructively.	5 days	IIM C	Link	Advanced	MDC, IIM Calcutta
OT0091	Team-Working	Team-Working	Behavioral	The competency of TEAM WORK holds the key to collaboration of any kind. An organization that emphasizes good teamwork is typically a healthy, high-functioning workplace. It creates an atmosphere of	-	IIPA	Link	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
				respect, helpfulness, and cooperation, builds spirit, positive relationships and a pride amongst its team members.					
OT0092	Team-Working	Leadership Skills to build high performance team	Behavioral	This course focuses on Interpersonal relationships and their importance, Role of coaching and mentoring in developing others, Leading people from potential to performance, Engaging people to build a high-performance team.	2h	SBI	Link	Basic	Online
OT0093	Team-Working	Leadership and Team effectiveness	Behavioral	Refer to the course link	12 week	NPTEL	Link	Advanced	Online
OT0060	Technical Writing	Workshop on Scientific Writing	Functional	This workshop was conducted by instructors from Wellcome Trust-DBT India Alliance that includes discussions on research ethics, manuscript and grant writing, and how to present one's science.	1 day	Wellcome Trust- DBT India Alliance	Link	Advanced	Offline
OT0061	Understanding of functioning of E-office	Capacity Building Programme on e-Office for Users (L-1)	Functional	Refer to the course link	4 days	E-Office	Link	Basic	Conference Room, 2nd Floor, NICSI, DMRC IT Park, Shastri Park, Delhi
OT0062	Understanding of functioning of E-office	Capacity Building Programme on e-Office for Master Trainers (L-2)	Functional	Refer to the course link	4 days	E-Office	Link	Advanced	Conference Room, 2nd Floor, NICSI, DMRC IT Park, Shastri Park, Delhi
OT0063	Understanding of GeM Marketplace	Government eMarketplace (GeM)	Functional	Improved understanding about functioning of Government e-Marketplace	2 days	ISTM	Link	Advanced	Online
OT0064	Understanding of GeM Marketplace	GeM and GFR 2017	Functional	Gain an overall understanding of the Government e-Marketplace (GeM) and General Financial Rules 2017, Understand how GeM and GFRs 2017 would impact the functioning of your organization and changes in the	5 days	NPTI	Link	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
				procurement process required for compliance, Acquire practical knowledge of the different procurement procedures required under GFRs 2017 and GeM such as Registration of Organization, Creation of User Accounts, Placement of Order for Good & services, Receipt of Goods, PRC/CRAC, Bidding and Reverse Auction.					
OT0065	Understanding of General Financial Rules, 2017	Specialized Two Half Days Online Capacity Building on General Financial Rules 2017	Functional	Overview and Provision of the General Financial Rules 2017 ▪ GFR – Procurement of Goods and Services (Rule 142-206) ▪ Provision of Govt Fund/ Grants and Consultancy services ▪ Rule 149 - GEM ▪ Contract Management in brief ▪ New Provision/ amendment	3h 50m	National Productivity Council	Link	Advanced	Online
OT0066	Understanding of General Financial Rules, 2017	GeM and GFR 2017	Functional	Gain an overall understanding of the Government e-Marketplace (GeM) and General Financial Rules 2017, Understand how GeM and GFRs 2017 would impact the functioning of your organization and changes in the procurement process required for compliance, Acquire practical knowledge of the different procurement procedures required under GFRs 2017 and GeM such as Registration of Organization, Creation of User Accounts, Placement of Order for Good & services, Receipt of Goods, PRC/CRAC, Bidding and Reverse Auction.	5 days	NPTI	Link	Advanced	Offline

4. Encoding of the DST's Training Calendar

Course Code	Name of Training Programme	Type	Name of Institute	Duration	Where
OT0118	Research for Societal Good Through Social Responsibility	Behavioral	Amrita School of Business Amrita Vishwa Vidyapeetham, Coimbatore	20th -24th November, 2023	Physical
OT0119	Building competencies for personal excellence	Behavioral	Art of Living, Bengaluru	31st July - 4th August 2023	Physical
OT0120	Strategic Thinking, Innovative Mindset and Design Thinking for leading Scientific Organizations	Functional	Centre for Organization Development, Hyderabad	20th -24th November, 2023	Physical
OT0121	Advances in Agricultural Water Management through innovative approaches including modelling under changing climate	Functional	KSCSTST- Centre for Water Resources & Management (CWRDM)	12th -22nd December, 2023	Physical
OT0122	Quantum Computing - The Next Generation Computing Technology	Functional	Centre for Development of Advanced Computing (C- DAC), Mohali	8th-19th January, 2024	Physical
OT0123	Big Data Management & Comprehensive Analysis	Functional	Centre for Development of Advanced Computing (C- DAC), Mohali	9th -13th October, 2023	Physical

Course Code	Name of Training Programme	Type	Name of Institute	Duration	Where
OT0124	Augmented and Virtual Reality	Functional	Centre for Development of Advanced Computing (C- DAC), Mohali	4th - 8th December, 2023	Physical
OT0125	Science & Technology for Disaster Risk Reduction	Functional	Centre for Disaster Management, LBSNAA, Mussoorie	24th - 28th July, 2023	Physical
OT0126	Climate risk management: Policy & Governance	Functional	Centre for Disaster Management, LBSNAA, Mussoorie	25th - 28th July, 2023	Physical
OT0127	Basics of Artificial Intelligence, Machine Learning & Deep Learning	Functional	Engineering Staff College of India, Hyderabad	24th -28th July, 2023	Physical
OT0128	Cyber Security & Forensic Tools	Functional	Engineering Staff College of India, Hyderabad	21t -25th August, 2023	Physical
OT0129	Block Chain Technology & Hyper eager developments	Functional	Engineering Staff College of India, Hyderabad	11th -15th September, 2023	Physical
OT0130	Managing Science and Technology Project	Functional	Institute of Public Enterprise, Hyderabad	11th -15th December, 2023	Physical
OT0131	Marketing of Science & Technology of Social Good	Functional	Institute of Public Enterprise, Hyderabad	11th -15th December, 2023	Physical

Course Code	Name of Training Programme	Type	Name of Institute	Duration	Where
OT0132	Transformative Pathways of science, Technology & innovation for attaining the sustainable development goals	Functional	Institute of Public Enterprise, Hyderabad	06th -10th November 2023	Physical
OT0133	Foundation Training Program	Functional	Indian Institution of Public Administration (IIPA), New Delhi	29th Jan, 2024- 22nd March, 2024	Physical
OT0134	Capacity building program for Technical personnel of the science & technology departments	Functional	Indian Institution of Public Administration (IIPA), New Delhi	25th September 6th October 2023	Physical
OT0135	Scientific project management	Functional	Indian Institute of Science Education and Research, Pune	15th - 19th January, 2024	Physical
OT0136	policy for science & science for policies	Functional	National Institute of Advanced Studies, Bangalore	11th -15th September, 2023	Physical
OT0137	science & technology: global developments & perspectives	Functional	National Institute of Advanced Studies, Bangalore	20th November - 1st December, 2023	Physical
OT0138	Transformational leadership in science: Re-imagining science in Indian Society	Functional	National Institute of Advanced Studies, Bangalore	5th-6th February, 2024	Physical
OT0139	Entrepreneurial opportunities in agribusiness	Functional	University of Agricultural Sciences, Bangalore	6th -10th November 2023	Physical

Course Code	Name of Training Programme	Type	Name of Institute	Duration	Where
OT0140	Social Responsibility for Personal Effectiveness at workplace for science & technology	Functional	School of Human Resource Management, XIM University, Bhubaneswar	20th -24th November, 2023	Physical
WOMEN COMPONENT					
OT0141	Building local resilience In a changing climate	Functional	Centre for Disaster Management, LBSNAA, Mussoorie	25th February-1st March, 2024	Physical
OT0142	Online National Training Programme on Entrepreneurship Development	Behavioral	Entrepreneurship Development Institute of India, Ahmedabad	11th-15th December, 2023	Physical
OT0143	Training Programme on Science and Technology for Rural Societies for Women Scientists & Technologists	Behavioral	Indian Institute of Public Administration (IIPA), New Delhi	11th -15th December, 2023	Physical