The Framework of Roles, Activities, and Competencies (FRAC) and everything else of FRACing

Part 2: The FRACing process

DRAFT

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Abbreviations and Acronyms

AI	artificial intelligence
BDF	behavioural, domain and functional
CBPs	competency building products
CML	competency mark-up language
CSPs	Certified Service Providers
DFT	departmental FRACing team
DoPT	Department of Personnel Training
FRAC	Framework of Roles, Activities and Competencies
IFU	internal FRACing unit
iGOT	Integrated Government Online Training
MDOs	ministries, departments and organisations
ML	machine learning
NLP	natural language processing
PIAAs	proctored, independent, authorised assessments
SPV	Special Purpose Vehicle
SSC	Staff Selection Committee
UPSC	Union Public Service Commission

Summary

This document is the companion of 'Part 1: Background and preparation' and provides a set of implementation steps for FRACing[1]. As previously mentioned, the Framework of Roles, Activities and Competencies (FRAC), as termed within Mission Karmayogi's Integrated Government Online Training platform (iGOT) initiative, is the mapping of three constructs (roles, activities and competencies, supported by knowledge resources) for each individual position within all government ministries, departments and organisations (MDOs) at the Central, State and local level[2]. While Part 1 provides for all the stakeholders involved in this process a common understanding of the key terms, details of the steps to follow prior to FRACing, its linkages to the iGOT learning hub and the analytics that the platform can make available in order to improve the execution capacity of the Indian state, Part 2 focuses on the process of FRACing itself.

Identifying competencies is a diligent task that requires following a certain methodology to ensure that the output is coherent and meets the purpose of the activity. As part of the upgrade to iGOT Karmayogi, it is proposed that every MDO, at the national, state and local level, is able to 'FRAC' its positions, roles, activities and competencies. Directories and dictionaries must be developed, of all participating stakeholders and of the numerous positions, roles, activities and competencies, respectively.

This Framework is ever-evolving, capturing new competency needs as and when they arise. The process of FRACing laid out in this document iterates that FRACing should be seen as an ongoing process that enables MDOs to build an accurate picture of their interrelationships as well as the full list of positions, roles, activities, competencies and knowledge resources relevant to them.

Establishing a clear theory of change, limiting the problem and solution set, initiating continuous sensitising and handholding, building a core group of reform champions, as well as a network of world-class universities, institutions and individuals, will be required to ensure the success of this endeavour.

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[1] As mentioned in the previous document, this instance, the act of denominalisation (i.e. converting a noun into a verb) re-emphasises the fact that FRACing is an ever-evolving process. It needs to capture new competency needs as and when they arise, linking it to activities, roles and positions. The verbing of FRAC (i.e. FRACing) essentially validates the evolving and dynamic nature of the Framework.

[2] Details of building and rolling out of the platform, including the content strategy, delivery mechanisms, rollout stages and other related matters, are beyond the scope of this document. These details will be covered in subsequent publications at suitable points in time.

Section 1 Administering the FRACing Process

This section outlines the steps of the FRACing process in detail.

There is a total of 15 steps that need to be completed in the FRACing process (with an additional 13 steps within Step 6, which are closely aligned to the steps detailed in Part 1). These are listed in Figure 1 and explained below. In order to ensure that the FRACing process has been adequately conducted, the final products of this process (i.e. the dictionaries and their interrelationships) must be self-explanatory, unique, and fit-for-purpose (for an array of stakeholders such as the incumbent position holders, future position holders, HR managers, and CBP providers).
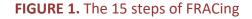
Additionally, a FRACing toolkit (available to authorised users on the iGOT Karmayogi platform) details the steps, templates, workflows which will aid any MDO to FRAC its own positions, roles, activities and knowledge resources, and link them to positions.

As a result of completing the pre-FRACing preparatory steps (as laid out in the companion Part 1 document), the FRACing toolkit will also come with some pre-filled content in the iGOT dictionaries (i.e. positions, roles, activities, and commonly required competencies). Only when MDOs go through both the pre-FRACing preparatory steps as well as the FRACing process, and fill in the gaps as and where necessary, will they have completeness. The objective of the toolkit is to:

- Make it easy for each MDO to undertake the exercise of FRACing.
- Ensure consistency in the final outputs from each MDO.
- Help government entities to update the iGOT directories and dictionaries so that it contains all the fields it needs for high quality HR processes.

It is important point to bear in mind is that FRACing is not a one-time activity. The dictionary has to be updated each time a new work allocation order or a recruitment notice is issued or an indent is placed with agencies such as the UPSC, SSC, etc. for recruitment.

FIGURE 1. The 15 steps of FRACing

The following text appears within the flowchart diagram:

Departmental FRACing Team (DFT)

1. Establish an internal FRACing unit (IFU)

2. Select a Certified Service Provider (CSP)

Organisational Analysis and Role Clarification

3. Finalise departmental goals for the next three years

4. Organisational analysis by the DFT, to suggest changes required to achieve 3-year departmental goals

5. Approval of new organisational design

Iterative FRAC Exercise

6. Draft of the dictionaries and interrelationships by the DFT

7. Focus group (internal and external experts) to improve draft dictionaries and interrelationships

8. Position, role, activity, competency and knowledge resources survey of all staff

9. Focus group (Division Heads) to improve draft dictionaries and interrelationships

10. Final draft of the dictionaries and interrelationships by the DFT

Audit and Updation

11. Upload on iGOT for quality audit by iGOT SPV

12. Approval by HoD after quality audit by iGOT SPV

13. Publish on iGOT for all to see

14. QR code and work-flow for duty chart/work allocation

15. QR code and work-flow for recruitment

To be reviewed every fourth year (i.e. within the first quarter of the fourth year) or whenever there is a change in government – whichever is earlier

Right column:

1. List all the positions

2. Describe all the positions

3. List all the activity types related to each position

4. Describe all the activities related to each position

5. List all the knowledge resources pertaining to each activity

6. Rearrange activity types using the principle of adjacency to form buckets

7. Describe the cluster of activities in each bucket – this is the role description

8. Label the description in each bucket – this is the role label

9. Describe the competencies required for each role

10. Identify the competency label and type

11. Identify the competency area

12. Describe each level within each competency

13. Identify the levels within each competency

Step 1: Establish an internal FRACing unit (IFU)

The first step in the FRACing journey for a government MDO is to establish an internal FRACing unit (IFU) (see Appendix 1 for details on the roles, activities, competencies and knowledge resources of IFU team members). It will be supported by the Special Purpose Vehicle (SPV) Karmayogi Bharat which will put in place certification arrangements for individual members of the IFU and all others who wish to work on FRACing or any other aspects of iGOT Karmayogi.

Step 2: Select a Certified Service Provider (CSP)

The iGOT SPV will empanel and publish price lists for Certified Service Providers (CSPs) whose members will be certified by the SPV (see Appendix 2 for details on the roles, activities, competencies and knowledge resources of CSP team members). The IFU can select one of the empanelled CSPs to help them with FRACing and other iGOT processes. The structure of the CSP will depend on the competencies of the persons in the IFU.

The IFU and CSP together make the departmental FRACing team (DFT). They have an important role to play in all aspects of Mission Karmayogi. Besides bringing in HR expertise, having external domain experts in the FRACing team will enable MDOs to get an 'outside-in' view of talent requirements (see Table 1 for details of the IFU and CSP team members).

Step 3: Finalise departmental goals for the next three years

Mission Karmayogi seeks to transform HR practices in government. This cannot happen if MDOs focus only on business as usual, paying inadequate attention to the responsibilities given to it under the Government of India (Allocation of Business) Rules, 1961, and the three goals set for it by the departmental minister. The true potential of the Mission will be realised only when HR practices and internal processes are transformed by accounting for changes that are needed in both processes and talent to be better able to execute the goals set for it. This is why special emphasis has been placed on finalising departmental goals every three years (which is why FRACing in its entirety must be repeated every fourth year). In doing so, efforts will need to be made to consult NITI Aayog vision documents, election manifestos, budget announcements as well as tasks assigned by the Prime Minister's Office.

TABLE 1. Structure of the DFT (IFU + CSP)

	Position (DFT)	Position (MDO)	IFU/ CSP/ either	Part-/Full-time	Remarks/ Criteria
1	Head of the DFT	CEO/ Secretary/ Joint Secretary/ DG (HoD)	IFU	Part-time	
2	Project Leader	Head of HR/ CSP Partner	Either	Part-time	Must be from an HR background
3	Project Manager	Head of HR/ Division Head	IFU	Full-time	Could be from either the HR function or another user department; should have the credibility to ensure that meetings called for are attended and issues raised are promptly resolved
4	Team Member	Project Coordinator	IFU	Full-time	May need more than 1; HoD can add more basis workload and time pressure
5	Team Member	Functional Heads/ Head of the Wing/ Head of the Division	IFU	Part-time	All function heads must be represented here
6	Team Member	Head of HR/ Personnel/ Establishment	IFU	Part-time	If the Head of HR is Project Manager, then the next available senior officer must be appointed
7	Team Member	Partner/ Director/ Associate Director/ Senior Manager	CSP	Full-time	Senior member with HR background; previous work experience in designing and implementing competencies; experience in change management processes in a governmental context
8	Team Member	Senior Consultant (Domain)	CSP	Part-time	Needs to have background experience in respective domains in process re-engineering/ technology/ KPI setting/ performance Improvement projects
9	Team Member	External Domain Expert	CSP	Part-time	All the critical *core functions** must be represented; a technology expert who specialises in this particular domain must be represented
10	Team Member	HR Process Re-Design Expertise	CSP	Full-time	Assists consulting project manager; must have re-designed HR processes - particularly Recruitment and L&D in large government or public or private organisations

*Core functions: functions that are the main reason for the existence of this MDO
(for example, for the Ministry of Civil Aviation it will be aviation and airport management)

Step 4: Organisational analysis by the DFT, to suggest changes required to achieve 3-year departmental goals

The three-year goals will be the starting point of organisational analysis. This exercise will help in identifying the gaps at an organisational level that need to be filled up so that these goals can be achieved. These gap-filling actions could range from infusion of technology, to additional schemes/ services/ goods being introduced, to a new set of delivery standards or any such large change in the expectations from the MDO.

It is also important to understand the dependence between the work, workforce and the workplace and build resilience by decoupling these if required, as was shown during the COVID19 pandemic. The compulsory work-from-home status and the changes associated with it may become a regular option available to people. How MDOs cope will have a major influence on their ability to not only attract talent, but also be ready to deal with any crises. Practical steps for the decoupling of these constructs will need to be developed.

Following are the important points to bear in mind while undertaking organisational analysis:

- Mapping the organisational structure and the important work processes at a functional level: functions here mean families of similar positions within a vertical, for example accounts, HR or personnel, IT etc. This would consist of mapping of all the positions, their reporting relationships and a brief description of the key purpose of the position.
- The structure may consist of a separate sheet for each of the functional verticals within the MDO for ease of representation.
- Documenting activities tagged to each position: A balance needs to be maintained such that sufficient detail is

captured while not getting to a 'time and motion' type of detailed study. Activities are usually steps undertaken that form a part of the process.
- Bucketing activities into roles (see Table 2 for guidelines on how to do this). In case a manual of procedures is available, or a work distribution order (see Appendix 3 for an example from the Department for Promotion of Industry and Internal Trade), it could be a great resource to start the process of listing the roles and activities initially and then use senior management time to reconfirm if those respective roles and activities are current and accurate.
- The pre-filled dictionaries will be reviewed by the DFT by examining departmental documents – such as the last two work allocation orders (see Appendix 3), Annual Reports etc. – to see the extent to which fresh entries will be required in the dictionaries of iGOT Karmayogi (see Section 4 in the companion Part 1 document for a list of directories and dictionaries) so that all the steps detailed in Figure 1 can be gone through.

Besides the documents listed in the bullet point above, the following may also be performed:

- Explore global best practices such as from the UN Competency Framework (2020), the OECD Competency Framework (2014), the IAEA Competency Framework (n.d.) and the UK Civil Service Competency Framework (2012).
- Preliminary survey data to gather positions, roles, activities and knowledge resources.
- Either manually process all of the above or through natural language processing (NLP) algorithms to derive an initial list of positions, roles, activities as well as BDF competencies.

Step 5: Approval of new organisational design

Once extensive analysis has been conducted, and a new organisational design has been put forward by the DFT that speak to the three-year departmental goals, approval from the relevant authority is required. Once the approval has been obtained, the FRACing process can begin.

Step 6: Draft of the dictionaries and interrelationships by the DFT

With this step begins the iterative FRACing process, which is cyclical in nature. The DFT will first refer to the pre-existing dictionaries as populated during the pre-FRACing process to: 1) identify what they can use; 2) identify what they want to modify; 3) identify what they want to remove; and 4) identify what they want to propose as new – all to ensure that there is completeness in the process.

Having made these decisions, the DFT will then attempt a draft of all dictionaries and their interrelationships ensuring that all the positions, roles, activities and knowledge resources relevant to the MDO being FRACed are contained therein. These will be drawn from benchmarked sources with the purpose of starting the conversation on talent. It is recommended that the DFT follow the process as laid out within Step 6 in Figure 1 – specifically Steps 1-8. Table 2 below provides guidelines for the same.

The CSP's key role here is to challenge conventional wisdom and push the narrative away from 'these things don't work here'. Steps 7, 8 and 9 revert back to Step 6, constantly contributing to the draft until the draft has been finalised (Step 10).

TABLE 2. Recommended steps for drafting the dictionaries and interrelationships with guidelines

Step No.	Step	Guidelines
1	List all the positions (Position Label)	The position label is the name of the position. It summarises all the associated roles in a succinct manner and gives a sense of where this position is placed in the hierarchy of the MDO (and thereby leadership expectations from the position) (2-4 words).
2	Describe all the positions (Position Description)	The position description should answer the following: Why does this position exist in the MDO? What are its overall objectives/purpose? And how does it go about achieving its objectives? (140 characters)
3	List all the activity types related to each position (Activity Type)	The activity type is the name of the activity. It should summarise what the individual is doing (e.g. *planning, coordinating, assessing*). Recommend to use verbs + ing (2-3 words).
4	Describe all the activities related to each position (Activity Description)	The activity description should begin with the objective (i.e. the milestone that is planned to be achieved), list the steps (if more than 1) to be carried out in a sequence, and answer the 'what', 'when' and 'how'. Recommend to use verbs (50 characters).
5	List all the knowledge resources pertaining to each activity (Knowledge Resources)	Knowledge Resources are artefacts (documents, software, etc.) provided by the MDO for an individual to perform a certain activity (e.g. standard operating procedures (SOPs), manual of procedures, policy manual, legal policies (i.e. Acts), software such as SPARROW, etc.). They are linked to individual activities.

6	Rearrange activity types using the principle of adjacency to form buckets	Every individual activity is a usually a sequential action taken to contribute towards a specific objective/ milestone. The process of rearranging and putting these individual activities into buckets will assist in the process of defining roles.
7	Describe the cluster of activities in each bucket (Role Description)	The role description should describe each of the buckets of activities (created in the step above). It should answer the following: What is the overall objective of this bucket of activities? (70 characters)
8	Label the description in each bucket (Role Label)	The role label should succinctly capture the role description (e.g. *team manager (governance), project manager (communication)*). Recommend to use nouns (3-4 words).
9	Describe the competencies required for each role (Competency Description)	The competency description covers the elements and the scope of the competency (e.g. Identifies one's own emotional triggers and controls one's emotional responses. Maintains sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress. It includes resilience and stamina despite prolonged adversities) (280 characters).
10	Identify the competency label and type (Competency Label and Type)	The competency label should succinctly capture the competency described above. It gives an idea of what the competency is about, and how it is commonly known (e.g. *vigilance planning, decision making, project management*) (2-3 words). Also specify the competency type (i.e. behavioural, domain, or functional).
11	Identify the competency area (Competency Area)	Competency areas can be defined as the collection of competencies closely related to one another at a knowledge/subject level. Cluster the competency labels and identify the generic area in which these competency labels could be categorised (e.g. *technical writing, rules-based copy editing, content writing and editing, research and information synthesis,* and *report writing* will come under the competency area of *Noting and Drafting* (2-3 words)).
12	Describe each level within each competency (Competency Level Description)	The competency level is the proficiency level of the competency. These indicate levels of sophistication of the competency described. The level description is an observable description of each proficiency level of a given competency. The higher the number of descriptors, the greater the understanding of the proficiency level. Recommend to have a minimum of 3 observable descriptors (there are typically anywhere between 3 and 5 levels of proficiency).
13	Identify the levels within each competency (Competency Level)	Once the levels are described, they must be labelled. Competency levels are progressive in nature and normally given in an ascending order. Thus, Level 2 is a more sophisticated use of that particular competency, when compared to Level 1 and so on. If you are adding the competency in relation to a particular role, you must specify the proficiency level applicable to that role.

Step 7: Focus group discussions (internal and external experts) to improve draft dictionaries and interrelationships

The primary objective of this focus group discussion is to create a list of competencies (BDF) that are required for each role (steps 9-13 in Table 2), and the levels for the same, as well as discuss the interrelationships between the various components.

Ensuring that outside experts are a part of this is to establish that there is a plurality of opinion and that a critically informed, forward-looking stance informs the discussion. The experts need to be globally recognised domain experts. At least one such expert should be brought in for each of the thrust areas of the MDO that is

being FRACed. One may look for such experts from within the country or from abroad, from other parts of government or from the private sector. The quality of these experts will determine the quality of the competencies documented and the HoD must take personal interest in this selection. Any failure to bring in anything but the best will seriously impair the outcomes from FRACing.

The focus group discussion will identify all the BDF competencies for every role, and ensure that they are aligned with the three-year goals that the departmental minister has set. The preliminary list of roles, activities and knowledge resources for each position would already have been completed in Step 6. This will enable the group to discuss and finalise what competencies are necessary to achieve the departmental goals.

Another task that this group will have to do is to finalise the allocation of each competency and its level to all the roles in each position. Table 3 below is an example of the output[3].

TABLE 3. Example of the allocation of competency and levels to each position

Competency		Management (Training)	Training Coordination	Training Governance	
Behavioural	Competency 1	Level 2	Level 1	Level 4	Levels here indicate competencies that subsume previous levels
	Competency 2	Level 3	Level 5	Level 4	
	Competency 3	Level 5	Level 3	Level 1	
Domain	Competency 4	Levels 4; 3	Level 3	Level 2; 4	Levels here indicate specific skills that can be applied discontinuously
	Competency 5	Level 2	Levels 2; 4	Levels 2; 5	
	Competency 6	Level 1	Levels 3; 4	Level 2	
Functional	Competency 7	Level 3	Levels 1; 4	Levels 1; 4	
	Competency 8	Levels 2; 5	Level 2	Level 5	
	Competency 9	Levels 1; 2	Levels 3; 5	Levels 4; 5	

The consolidated list of roles, activities, competencies and knowledge resources from this step as well as the various interrelationships between them will be shared with the senior leadership of the MDO being FRACed to agree/ change/ remove competencies from the list, eventually contributing to the dictionaries and interrelationships (back to Step 6). Quality audit tests will have to be developed to assess the quality of output so obtained.

At this stage it is more important to obtain a consensus on the roles and activities. While a discussion on competencies may eventually arise within this group, it is not essential to reach a consensus. What competencies are required for which role and at what level is a leadership decision. How the leader would like to arrive at the decision is the leader's choice, but popular choices and consensus cannot and must not replace leadership decisions on the competence of the talent that the leader seeks.

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[3] See Box 2 in the companion Part 1 document for the differences between functional/domain competencies and behavioural competencies.

Step 8: Position, role, activity, competency and knowledge resources survey of all staff

This is the stage at which everyone in the entity being FRACed gets a chance to input into the FRACing process. Based on several rounds of discussions with key members of staff and domain experts from outside, the dictionaries and interrelationships are updated (back to Step 6). Once this has been done, all members of staff will be asked to use the dictionaries to draw out the roles, activities, competencies and knowledge resources relevant for them. In case the dictionaries do not have a role, activity, competency or knowledge resource that is relevant for them, they are invited to propose the same. All proposals for additions to the dictionaries are then gathered and analysed by the DFT for another revised draft.

The list, agreed upon by the Division and Department Heads, will be recirculated for final ranking and acceptance by the employees. Any additions, if made to this list, will have to be agreed upon as in Step 7 above. The process of creating the FRAC for the MDO is an iterative process till the time it attains the standards that are set and passes the 'smell test'. The standards of quality and the various ways and means of how to attain these will have to be worked out.

Step 9: Focus group discussions (Division Heads) to improve draft dictionaries and interrelationships

At this stage, the Division Heads review the revised draft of the dictionaries, interrelationships and rankings, and take view on them. They also focus on getting expectations from each other ratified and check if they have successfully crafted them into their individual divisional dictionaries.

Step 10: Final draft of the dictionaries and interrelationships by the DFT

The final dictionaries, as well as changes in the policies governing people processes, need to be identified and marked out for modification. Some of these changes may need to precede the implementation of the dictionaries within the MDO (for example, training-related expense reimbursement).

Step 11: Upload on iGOT for quality audit by iGOT SPV

At this stage, the IFU takes charge and the dictionaries are uploaded on the iGOT platform for a quality audit conducted by the iGOT SPV. The CSP continues to be available to work on any of the audit observations passed by the iGOT SPV's quality team.

Step 12: Approval by HoD after quality audit by iGOT SPV

Once the quality audit is complete by the iGOT SPV, the final dictionaries are shown to the HoD for approval. Thus, the HoD benefits from the advice of both the DFT and SPV.

Step 13: Publish on iGOT for all users to see

Finally, once the dictionaries are approved by the HoD, they are published on iGOT for all users to view.

Step 14: QR code and workflow for duty chart/ work allocation

This step, and the one that follows, are necessary to ensure the results from FRAcing continue to remain valid. HoDs are constantly changing the distribution of work among different members of staff so that load balancing as well as talent matching is accomplished. Once FRACing has been done and iGOT updated, any subsequent changes to the tagging of roles, activities, competencies or knowledge resources to positions will have to be captured on the iGOT platform. This is best

achieved by ensuring that all changes to the distribution of work are done using the workflow built for this purpose on the platform. This will require an enforceable government order which states that no orders with regards to the distribution of work will be valid unless it has been generated on iGOT Karmayogi. As evidence, the work distribution order should carry a unique QR code generated the platform. The workflow for this will be built such that the tagging of roles and activities are updated before the order is printed.

Step 15: QR code and workflow for recruitment

The purpose of this step is similar to that in Step 14 above. The idea is to keep iGOT Karmayogi from losing its ability to be the single source of truth for all matters HR in government. The QR code requirement will have to be imposed via an enforceable government order as described.

Thus, these 15 steps of FRACing are provided as a guidance to MDOs. As iterated above, the result of this process – the dictionaries and their interrelationships – must be adequate for the use of incumbent position holders, future position holders, HR managers, and CBP providers, in order for the process to be deemed successful.

It is also important to reiterate that these 15 steps of FRACing should not be seen as a one-time activity, but rather an ongoing process. On the whole, it will enable government MDOs to build an accurate picture of the interrelationships as well as the full list of positions, roles, activities, competencies and knowledge resources relevant to them.

The success of FRACing will depend upon a number of factors – some are detailed below.

Start simple: Although the platform is not yet perfect, it must not be a reason for further delays. By not utilising what is good, we are losing an opportunity to benefit from what we have. Therefore, we must not wait for the best before we start utilising these services. Starting simple does not mean we will remain simple – as more data comes in, as our algorithms improve, as our definitions get refined, as our processes become better, the good will become better, and better will become best. We must not let the best be the enemy of the good.

Establishing a clear theory of change: Government entities who are embarking on the iGOT Karmayogi journey will need to have a clear idea on what they hope to achieve through it – in particular how they would like to leverage the opportunities on the Karmayogi platform to transform how they build their human resources and encourage them to pursue lifelong learning. iGOT Karmayogi will be only as good as the ability and motivation of its participating entities.

Limiting the problem and solution set: The three buckets of competencies (BDF) used in this initiative will map out a significantly large number of activities, roles and positions. This can give rise to interpretation problems (e.g. is this competency linked to Teamwork or Collaboration?), and also on which activity is linked to which role. As seen in the UN, OECD and IAEA examples, it is important to limit the size of each of the buckets so that they remain manageable. Unlike what has been done anywhere in the world in the past, iGOT Karmayogi is a population scale platform with powerful AI and ML capabilities. It will also be using a new competency mark-up language (CML). iGOT Karmayogi will therefore be able to manage much more than it has ever been able to do, but a word of caution is always useful on this count.

Sensitisation and handholding: Building a common understanding on all aspects of iGOT Karmayogi, including FRACing, is going to be important. This will be more effective if it is done through a continuous sensitisation and capacity building process. A strong outreach and a well-designed campaign (index cards, video bytes, quizzes of the day, etc.) should therefore be an integral part. Both at the rollout and maturation phases there will be many doubts, questions, and difficulties that people face. A support team to handle these queries and handhold IFUs and individual officials will be needed.

Building a core group of iGOT Karmayogi evangelists: Given that the goal is to transform HR practices in all government MDOs at the central, state and local level, it will be important to build and sustain a large group of core supporters from all walks of life; HR professionals, CSPs, PIAAs and CBP suppliers are going to be important. At the same time, the prestige and brand of iGOT Karmayogi will need to be built up which will require a sound media and social media strategy, including the ability to monitor social media chatter on iGOT Karmayogi. Workshops, seminars, competitions etc. may be needed for this. This will also require a strong pool of expert HR professionals/ organisations, both Indian and global.

Network of world-class universities, institutions and individuals who can participate on the iGOT learning hub for CBPs: While independent and private CBP providers will be part of the solution, it is important that steps are taken to bring on board global and domestic institutions as CBP providers.

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Appendix 1 IFU Team Members

For the time being, it is inferred that Knowledge resources for all IFU Team Members will be key documents related to Mission Karmayogi.

Project Manager

Position	Roles	Activities	Competencies		
			Domain	**Functional**	**Behavioural**
Project Manager	Project Management	Deploy detailed project management plans	Project management	Principles of advanced project management	Information seeking
		Control project plans to manage project schedule and deliverables	Sector/ industry process breadth (as against dept of one or more processes)	Types of phases of a project lifecycle	Conceptual thinking
		Manage projects costs	MS project; primavera of similar PM tools (for which MDO already has licenses)	Work breakdown structure (WBS)	Initiative and drive
		Assess potential project issues		Key project performance measurements	Planning and coordination
		Manage project contingencies			Communication skills
		Report on project progress to senior executives			
	Manage Project Teams	Allocate roles and tasks to project members	Target setting		Leading others
		Monitor contributions by each member		Methods of project communication	Organisational Awareness
		Help team members overcome roadblocks			Commitment to organisation
		Mentor and coach external experts on ways of the MDO			Self- confidence
	Project Issue Resolutions	Track issues regularly	MS Project; primavera of similar PM Tools	Methods of project risk assessment	Consultation and consensus building
		Create an issue resolution plan and monitor effectively		Methods of project communication	Decision making
		Escalate issues in a timely manner			Delegation
	Project Risk Assessment	Identify risks for each specific functional area	Organisation HR processes	Methods of project risk assessment	Attention to detail
		Perform risk assessment as required	Change management techniques	Risk recording and reporting structures and processes	Taking accountability
		Report assessment outcomes to relevant stakeholders		Types of risk assessment matrices to follow	
		Adopt risk control measures to ensure impact is controlled		Principles of crisis management	

Project Coordinator

Position	Roles	Activities	Competencies		
			Domain	Functional	Behavioural
Project Coordinator	Project Management	Create and update project management plans	Project management	Project administration	Information seeking
		Timely reminders on deliverable schedules expected	Working knowledge of MS project; primavera of similar PM tools (for which MDO already has licenses)	Creating a work breakdown structure	Initiative and drive
		Keep detailed project costs incurred			Planning and coordination
		Report on project progress to Project Manager			Communication skills
		Other project coordination activities			
	Project Teams Coordination	Regular task updation for all project members	Drafting of minutes of the meeting	Drafting and sending emails (as per Project Manager's instructions)	Organisational awareness
		Meeting notes and communication	Note-taking and filing - electronic and physical (if needed)		Commitment to organisation
		Administrative works related to external experts			Self-confidence
	Project Issue Resolutions	Use issue tracker regularly	MS project; primavera of similar PM tools		Attention to detail
		Create agenda for approval of Project Manager			
		Identify issues to be highlighted			
	Project Risk Assessment	Identify risks for each specific functional area	Organisation HR processes	Methods of project risk assessment	Attention to detail
		Perform risk assessment as required	Change management techniques	Risk recording and reporting structures and processes	Taking accountability
		Report assessment outcomes to relevant stakeholders		Types of risk assessment matrices to follow	
		Adopt risk control measures to ensure impact is controlled		Principles of crisis management	
				Relevant regulatory requirements and guidelines	

Functional Heads

Position	Roles	Activities	Competencies		
			Domain	**Functional**	**Behavioural**
Functional Head	Identify trends in the domain over the next 5 years	Work closely with domain expert in bringing up-to-date on context	Known expert in the domain (global level expertise)	Workshop facilitation skills	Information seeking
		Communicate clearly the objectives of the assignment	Strong advocate of use of technology in own domain	Report writing and presentation skills	Conceptual thinking
		Identify communication means that best suit the key influencers and use it consistently	Strong expertise in adjacent domain areas (e.g. for health education – EdTech; HRD can be considered adjacent domains)		Initiative and drive
					Leading others
					Consultation and communication building
					Taking accountability
					Innovative thinking
					Problem solving
	Building Domain Competencies	Draw down domain trends to each affected function within the MDO	Deep understanding of the FRAC process		Leading others
		Showcase how the roles across hierarchy will change over time with evidence	Usage of FRAC templates and methodologies	Methods of project communication	Organisational awareness
		Identify domain competencies of future that the above roles require			Commitment to organisation
		Identify CBP providers that currently enable building competencies			Self-confidence
	Project Contribution	Understand project strategy	MS project; primavera of similar pm tools	Methods of project risk assessment	Consultation and consensus building
		Identify risks early and communicate with project manager		Methods of project communication	Decision making
		Identify dependencies with other functions and track them closely			
		Identify key actors within function to help facilitate change			
		Escalate issues and seek resolution in a timely manner			Delegation

HR Head

Position	Roles	Activities	Competencies		
			Domain	**Functional**	**Behavioural**
HR Head	Identify impact of FRAC on HR processes	Work closely with HR domain expert (if needed) to identify changes required	HR processes and policies	Change management	Information seeking
		Build a case for change in HR policies	Trends in HR technology	Communication and presentation	Conceptual thinking
		Identify impact of changes on other HR policies: leave, entitlements, etc.	Deep understanding of the FRAC process		Initiative and drive
					Leading others
					Consultation and communication building
					Taking accountability
					Innovative thinking
					Problem solving
	Recruitment Workflow Modifications	Suggest changes in the workflow as per iGOT recommendations	Deep understanding of the FRAC process	Methods of project communication	Leading others
		Present internal approval note for change of recruitment procedures	Usage of FRAC templates and methodologies		Organisational awareness
		Create a policy for using iGOT assessment processes	Assessment technologies and processes		Commitment to organisation
					Self-confidence
	Project Contribution	Understand project strategy	MS project; primavera of similar PM tools	Methods of project risk assessment	Consultation and consensus building
		Identify changes risks early and communicate with project manager and HoD	Change management	Methods of project communication	Decision making
		Create a change management strategy along with HoD and project manager			
		Identify dependencies with other functions and track them closely			
		Identify key actors within function to help facilitate change			
		Escalate issues and seek resolution in a timely manner			Delegation

Appendix 2 CSP Team Members

For the time being, it is inferred that Knowledge resources for all CSP Team Members will be key documents related to Mission Karmayogi.

Project Manager

Position	Roles	Activities	Competencies		
			Domain	**Functional**	**Behavioural**
Project Manager	Project Management	Deploy detailed project management plans	Project management	Principles of advanced project management	Information seeking
		Control project plans to manage project schedule and deliverables	Sector/ industry process breadth (as against dept of one or more processes)	Types of phases of a project lifecycle	Conceptual thinking
		Manage projects costs	MS project; primavera of similar PM tools (for which MDO already has licenses)	Work breakdown structure (WBS)	Initiative and drive
		Assess potential project issues		Key project performance measurements	Planning and coordination
		Manage project contingencies			Communication skills
		Report on project progress to senior executives			
	Manage Project Teams	Allocate roles and tasks to project members	Target setting		Leading others
		Monitor contributions by each member		Methods of project communication	Organisational Awareness
		Help team members overcome roadblocks			Commitment to organisation
		Mentor and coach external experts on ways of the MDO			Self-confidence
	Project Issue Resolutions	Track issues regularly	MS Project; primavera of similar PM Tools	Methods of project risk assessment	Consultation and consensus building
		Create an issue resolution plan and monitor effectively		Methods of project communication	Decision making
		Escalate issues in a timely manner			Delegation
	Project Risk Assessment	Identify risks for each specific functional area	Organisation HR processes	Methods of project risk assessment	Attention to detail
		Perform risk assessment as required	Change management techniques	Risk recording and reporting structures and processes	Taking accountability
		Report assessment outcomes to relevant stakeholders		Types of risk assessment matrices to follow	
		Adopt risk control measures to ensure impact is controlled		Principles of crisis management	

Domain Expert

Position	Roles	Activities	Competencies		
			Domain	**Functional**	**Behavioural**
Domain Expert	Identify trends in the domain over the next 5 years	Understand the client's current landscape, context and brief history	Deep knowledge of processes in own function	Project management	Information seeking
		Coach the expert with current and approved strategy			Conceptual thinking
		Translate MDO goals to functional goals			Initiative and drive
		Identify areas of change along with expert			Leading others
		Finalise a report for HoD/minster's approval			Consultation and communication building
					Innovative thinking
	Building Domain Competencies	Identify changes in roles and create a phase-wise change plan	Deep understanding of the FRAC process	Methods of project communication	Leading others
		Modify roles and activities for affected positions	Usage of FRAC templates and methodologies		Organisational awareness
		Identify domain competencies of future that the above roles require			Commitment to organisation
		Identify CBP providers that currently enable building competencies			Self-confidence
	Managing Change	Identify change strategy and get approval from HoD	Understanding of critical roles and bottlenecks in current operations	Change management strategies	People first
		Build consensus within the domain among key stakeholders			Strategic thinking
		Identify communication means that best suit the key influencers and use it consistently			Empathy
	Project Contribution	Understand project strategy	MS project; primavera of similar PM tools	Methods of project risk assessment	Consultation and consensus building
		Allocate adequate resources to ensure project success		Methods of project communication	Taking accountability
		Identify risks early and communicate with Project Manager			Decision making
		Escalate issues and seek resolution in a timely manner			Delegation

Senior Consultant (Domain)

Position	Roles	Activities	Competencies		
			Domain	**Functional**	**Behavioural**
Senior Consultant (Domain)	Domain Competency Writing	Understand current processes and tech used	Project management	Project administration	Information seeking
		Understand current tech changes (if any)	Working knowledge of MS project; primavera of similar PM tools (for which MDO already has licenses)	Creating a work breakdown structure	Initiative and drive
		Conduct organisation analyses exercise to identify gaps in talent	Depth of knowledge of current domain processes	Workshop facilitation skills	Planning and coordination
		Conduct functional gap analyses and facilitate change strategy acceptance	Process re-engineering in own domain		Conceptual thinking
		Work with domain expert to translate changes to roles and activities			Communication skills
		Work with domain expert to translate roles and activities to competencies			Problem solving
	Project Teams Coordination	Regular task updating for all project members	Drafting of minutes of the meeting	Drafting and sending emails (as per Project Manager's instructions)	Self-confidence
		Meeting notes and communication	Note taking and filing – electronic and physical (if needed)	Workflow diagrams	
		Identify change issues in process changes suggested		Presentation skills	
		Identify change risk mitigation steps			
	Project Issue Resolutions	Use issue tracker regularly	MS project; primavera of similar PM tools		Attention to detail
		Create agenda for approval of Project Manager			
		Identify issues to be highlighted			
	Project Risk Assessment	Identify risks for each specific functional area	Organisation HR processes	Methods of project risk assessment	Attention to detail
		Perform risk assessment as required	Change management techniques	Risk recording and reporting structures and processes	Taking accountability
		Report assessment outcomes to relevant stakeholders		Types of risk assessment matrices to follow	
		Adopt risk control measures to ensure impact is controlled		Principles of crisis management	
				Relevant regulatory requirements and guidelines	

HR Process Expert

Position	Roles	Activities	Competencies		
			Domain	**Functional**	**Behavioural**
HR Process Expert	Identify impact of FRAC on HR processes	Work closely with HR head to identify changes required	HR processes and policies	Change management	Information seeking
		Identify impact of changes on other HR policies: leave, entitlements, etc.	Trends in HR technology	Communication and presentation	Conceptual thinking
		Build a case for change in HR policies	Deep understanding of the FRAC process	Drafting note as per MDO's practice	Initiative and drive
		Build case for HR process automation (as per MDO's agreed policy)			Leading others
					Consultation and communication building
					Taking accountability
					Innovative thinking
					Problem solving
	Recruitment Workflow Modifications	Suggest changes in the workflow as per iGOT recommendations	Deep understanding of the FRAC process	Methods of project communication	Leading others
		Draw up change note for HR head's approval	Usage of FRAC templates and methodologies		Organisational awareness
		Identify assessment processes for adoption by MDO's recruitment	Assessment technologies and processes		Commitment to organisation
					Self-confidence
	Project Contribution	Understand project strategy	MS project; primavera of similar pm tools	Methods of project risk assessment	Consultation and consensus building
		Identify changes risks early and communicate with Project Manager and HR head	Change management	Methods of project communication	Decision making
		Identify dependencies with other functions and help HR head navigate these changes			Delegation
		Escalate issues and seek resolution in a timely manner			

Appendix 3 Work Allocation in the Department for Promotion of Industry and Internal Trade as on 23.09.2019 (DIPP, 2019)

**WORK ALLOCATION
IN THE DEPARTMENT FOR PROMOTION OF INDUSTRY AND INTERNAL TRADE
AS ON 23.09.2019**

I. AMONG SENIOR OFFICERS

Name	Designation	Work allocated
Shri Shailendra Singh, IAS(MP:88)	Additional Secretary	FDI Policy, Foreign Investment Facilitation, FDI Data Cell, Project Monitoring Group, Industrial Corridors & IICC, Ease of Doing Business, Leather, Copy Rights, Startup India, Internal Trade, e-Commerce, Boiler, NPC&QCI, International Cooperation- Asia (ex ME), International Cooperation-Europe, Public Procurement
Shri Shashank Priya, IRS(C&CE:88)	Additional Secretary & Financial Adviser	Finance-I, Finance-II, Budget & Accounts
Shri A S Bhal, IES(85)	Senior Economic Adviser	Besides functions of Economic Adviser, matters related to Industrial Policy, Industrial Statistics, Coordination matters of DPIIT
Shri Anil Agrawal, IPS(UP:88)	Joint Secretary	Leather, Cement, Paper, Linoleum and Rubber, Internal Trade (except e-Commerce), Explosives, International Cooperation- Africa, Middle East & Oceania, Startup India, International Cooperation-CIS countries
Ms Sumita Dawra, IAS(AP:91)	Joint Secretary	Vigilance, MIIUS Scheme, NPC& QCI, Manufacturing Policy, UNIDO, Investment Promotion(MII), International Cooperation-Asia (ex ME), Copy Rights, FDI Policy, Foreign Investment Facilitation, FDI Data Cell

Shri Rajiv Aggarwal, IAS(UP:93)	Joint Secretary	IPR- Establishment, Patents, Trade Marks and GI, IPR- Negotiations and Cooperation, Designs and National Institute of Design, IPR- CIPAM, International Cooperation-Americas, Project Monitoring Group, Public Procurement
Shri Ravinder, IAS(UP:99)	Joint Secretary	Ease of Doing Business, Library, Industrial Licensing, Salt, Consumer Industry, Light Engineering Industry, Industrial Enterprise Memorandum, e-Commerce, Technical Regulations, Technical Support, International Cooperation-Europe
Shri Rajendra Ratnoo, IAS(TN:01)	Joint Secretary	North East Schemes, GST Subsidy Scheme, Himalayan States Schemes, Industrial Corridors & IICC
Shri S D Sharma, CSS	Joint Secretary	Cash, Public Grievances, O&M, RTI, Record Cell, Rajbhasha, Parliament, Establishment matters, General Admin, Protocol, SEO Cell
Shri T.S.G. Narayannen	Technical Adviser (Boilers)	Boiler, Technical Support
Shri Sanjay Kumar Panda	DDG	Industrial Statistics

II. AMONG DEPUTY SECRETARIES/DIRECTORS/EQUIVALENT

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
1.	Shruti Singh, Director	Startup India, Investment Promotion(MII),FDI Policy Section, Foreign Investment Facilitation Section, FDI Data Cell
2.	Sunita Yadav, Director	Finance-I, Finance-II
3.	Uday Singh Mina, Director	GST Subsidy Scheme, Himalayan States Schemes
4.	Margaret Gangte, Director	Consumer Industry, Light Engineering Industry, Industrial Enterprise Memorandum
5.	Supriya S Devasthali, Director	Leather, Ease of Doing Business
6.	Sampa Saha, Director	Library
7.	Nikhil Kumar Kanodia, Director	Project Monitoring Group, Industrial Licensing, Supervision of all work related to technical regulations
8.	Surabhi Sharma, Deputy Secretary	e-Commerce, Establishment- Gazetted, Establishment- Non Gazetted, Establishment - Retirement matters, Establishment- Other matters, Establishment-D: Group D, R&I, Copy Rights
9.	Pooja Swaroop, Deputy Secretary	Trade Marks and GI, IPR- Establishment, Patents, International Cooperation- Americas
10.	Y Jaya Priyadarshani, Joint Director	Manufacturing Policy, NPC&QCI, UNIDO
11.	Narender Kumar, Dy Secretary	Cash- Pay Rolls, Cash- Other Bills+ Cashier Cell, Public Grievances
12.	Pijush Dasgupta, Dy. Secretary	International Cooperation- Europe, Right to Information, Record Cell, Salt
13.	Ashish Dutta, Dy. Secretary	International Cooperation- CIS countries, International Cooperation - Africa, Middle East and Oceania
14.	Raman Kant Sood, Dy Secretary	Explosives, International Cooperation- Asia (ex ME)
15.	Asha Sota, Deputy Secretary	Vigilance, MIIUS Scheme
16.	Yogesh Gupta, Deputy Secretary	General Administration, Protocol, SEO Cell, North East Schemes
17.	D C Bijalwan, Deputy Secretary	Project Monitoring Group

SI. No.	Name of the Officer (S/Shri)	Work allocated
1.	A.M. Balraj, SDO (Engg)	Public Procurement, Parliament
2.	Mohd Z.K. Yusufzai, SDO (Engg)	Cement, Boiler and Technical Support
3.	A.P. Singh, SDO (Engg)	Industrial Corridors & IICC
4.	Dr. S.S. Gupta, SDO (Engg)	Paper, Linoleum and Rubber, Internal Trade (except e-Commerce)
5.	Dr. Ashish Kumar, SDO (Engg)	IPR- Negotiations and Cooperation, Designs and National Institute of Design, IPR- CIPAM
6.	Nand Lal, Consultant	All work relating to Chemical Wing
7.	S.K. Jain, DO (Engg)	Boiler, Technical Support
8.	Sundeep Chauhan, DO (Engg).	Explosives, Internal Trade (except e-Commerce)

IV. UNDER SECRETARIES/EQUIVALENT

SI. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
1.	Binod Kumar, US	Light Engineering Industry, Consumer Industry
2.	A K Sabharwal, US	Investment Promotion(MII), International Cooperation- Europe
3.	Dayanidhi Joshi, US	Leather, International Cooperation- CIS countries
4.	R K Punia, US	Cash- Pay Roll, Cash-Other Bills+ Cashier Cell
5.	Shambhu Datt Sati, US	Establishment- Gazetted, Establishment- Non Gazetted, Establishment - Retirement matters, Establishment-D: Group D, R&I, Establishment- Other matters
6.	B.K. Sharma, US	Industrial Corridors & IICC
7.	P K Pattnaik, US	International Cooperation- Africa Middle East and Oceania, Industrial Enterprise Memorandum, Light Engineering Industry
8.	K P Singh, US	Finance –I
9.	Kundan Kumar, US	General Administration, Protocol, SEO Cell
10.	L Madan Kumar Reddy, US	Startup India
11.	Sunil Kumar Agarwal, US	Cement
12.	Gokul Chand,US	NPC & QCI, UNIDO, Manufacturing Policy
13.		IPR- Establishment, Patents, Designs and National Institute of Design, IPR-CIPAM
14.	Sunder Singh, US	GST Subsidy Scheme
15.	D V S P Varma, US	Public Procurement, Parliament

15.

16.	R.D. Diwakar, US	
17.	Anuj Kumar, US	Finance-II
18.	R Mythili, US	Ease of Doing Business, Industrial Licensing
19.	Ram Naresh, US	Right to Information+ Record Cell, Public Grievances, O&M
20.	Arun Kumar, US	Paper, Linoleum and Rubber
21.	B K Sethi, US	Trade Marks and GI, International Cooperation- Americas
22.	Ganesh H Nikhare, US	International Cooperation - Asia(ex ME), Himalayan States Schemes
23.	Anshu Mauli Kumar, US	Project Monitoring Group
24.	Tanmoy Roy, US	Salt, Library, Consumer Industry
25.	Lata S Kapur, US	Vigilance, IPR- Negotiations and Cooperation
26.	Jagdish Kumar, US	MIIUS Scheme
27.	S Dhana Shekar, US	North East Schemes
28.	Sushant Sudan, Deputy Director	OSD to Secretary, DPIIT
29.	Nayonika Dutta, Deputy Director	e -Commerce

V. SECTION OFFICERS

SI. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
1.	Sanjay Bhatt	Ease of Doing Business
2.		Public Procurement
3.	Mukul Kumar Gupta	Vigilance
4.	Usha Arora	Boiler
5.	Asha Rani	Cash- Pay Roll
6.	Asha Rani	Cash-Other Bills+ Cashier Cell
7.	Pardeep Kumar Kher	Cement
8.		Coordination
9.	Rohtas Singh	Office & Management
10.	Rooma Manchanda	MIIUS Scheme
11.	Yogesh Taneja	North East Schemes
12.	Rahul Handa	Establishment-Gazetted
13.	Rahul Handa	Establishment- Non Gazetted
14.	Geeta Sakhuja	Establishment - Retirement matters
15.	Nishi Sharma	Establishment- Other matters
16.	Sushil Bhalla	Leather
17.	Anil Kumar Chauhan	Establishment-D: Group D, R&I
18.	Kumar Gaurav	FDI Policy Section
19.	Geetha Venugopal, RO	Foreign Investment Facilitation Section
20.	Pradeep Toppo	IPR- Establishment

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
21.	Saji P Augustine	IPR- Negotiations and Cooperation
22.	Nutan Sanghal	Patents
23.	Uma Vijayan	Trade Marks and GI
24.	S Balaji	Designs and National Institute of Design
25.	Nutan Sanghal	IPR- CIPAM
26.	K R H D Prasad	International Cooperation - Asia(ex ME)
27.	Achamma Rajan	International Cooperation- Europe, International Cooperation- CIS countries
28.	Suresh Kumar Chauhan	International Cooperation- Americas
29.	Ashok Kumar Pradhan	International Cooperation - Africa , Middle East and Oceania
30.	Ajay Priyadarshy	Industrial Corridors & IICC
31.	Madhu Singh, Economic Officer	NPC & QCI
32.	**Vacant** (Addl charge to Bimla Rawat)	Linoleum and Rubber
33.	Rajender Prasad	SEO Cell
34.	Dharam Pal	Right to Information, Record Cell
35.	**Vacant** (Charge to Shri Shahid Rasool, RO)	Manufacturing Policy
36.	Naveen Kumar	Light Engineering Industry
37.	Ajay Kansal	Paper
38.	Bimla Rawat	Consumer Industry
39.	Saikat Das	Parliament
40.	P M Erishikesan	Special Schemes
41.	Md. Sharfuddin	GST Subsidy Scheme
42.	Latha Jerish	Industrial Licensing
43.	P C Joshi	General Administration
44.	T. Hanumantha Rao	CIM Office
45.	Ngulkhosat	Finance-II
46.	Sukh Dayal Bhalaik	Finance-II
47.	Gaurav Kumar Tripathi	Salt
48.	Saikat Das	Protocol
49.	**Vacant**	Technical Support
50.	**Vacant**	Finance-I
51.	Nitesh Ranjan	Make In India
52.	**Vacant**	Budget & Accounts
53.	Iqbal Singh	Startup India
54.	**Vacant**	Rajbhasha
55.	**Vacant** (Addl Charge to Shahid Rasool, Research Officer)	Industrial Enterprise Memorandum

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
56.	**Vacant**	Industrial Statistics
57.	**Vacant**	Library
58.	Latha Jerish	Public Relations & Grievances
59.	Sumit Kumar	Explosives
60.	Gaurav Kumar Tripathi	UNIDO
61.	Ganesh Gupta	e-Commerce
62.	Arunesh Kumar Singh	Copyrights

VI. AMONG EX-CADRE/OTHER CADRE POSTS

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
1.	Vacant (Director, L&I)	Library
2.		Industrial Statistics, Coordination
3.	Aisha Saeed, Assistant Director (ISS)	ISU
4.	Goonjan Kumar, Assistant Director (IES)	FDI Policy Section, Foreign Investment Facilitation Section, FDI Data Cell
5.	Gajraj Singh, Joint Director (OL)	Rajbhasha
6.	Madhu Singh, Economic Officer	NPC & QCI
7.	Babu Lal Meena, Assistant Director (OL)	Rajbhasha
8.	Vacant, Assistant Director (OL)	Rajbhasha
9.	Geetha Venugopal, Research Officer	Foreign Investment Facilitation Section
10.	Shahid Rasool, Research Officer	Manufacturing Policy
11.	Neeraj Kumar Sharma, Research Officer	FDI Data Cell
12.	Des Raj Kapur, Assistant Librarian & Information Officer	Library
13.	Vacant (Protocol Officer)	Protocol
14.	Vacant (Addl Charge to Sh. Shahid Rasool, Research Officer)	Industrial Enterprise Memorandum
15.	Accounts Officer (Vacant)	Finance-II
16.	Vacant (Economic Officer)	
17.	Vacant (Economic Officer)	

OFFICERS FROM ERSTWHILE DGS&D

Sl. No.	Name of the Officer (Shri)	Work allocated
1.	Rakesh Kumar, Director	Cell for Public Procurement Management
2.	Rajesh Gupta, Director	Cell for Public Procurement Management
3.	Shlok Bhardwaj, Director	Cell for Public Procurement Management

Allocation of Ministries/Departments for handling coordination Work

A. Charge of Principal/ Senior Economic Adviser

1. Ministry of Micro, Small and Medium Enterprises

2. NITI Aayog

3. Department of Commerce

B. Charge of Additional Secretary (Shri Shailendra Singh)

1. Ministry of Information and Broadcasting

2. Department of Atomic Energy

3. Department of Economic affairs

4. Ministry of Shipping

5. Department of Revenue

6. Department of Heavy Industries

7. Ministry of Civil Aviation

8. Department of Posts

C. Charge of Joint Secretary (Shri Anil Kumar Agrawal)

1. Ministry of Earth Sciences

2. Ministry of Minority Affairs

3. Ministry of Social Justice & Empowerment

4. Ministry of Steel

5. Department of Skill Development and Entrepreneurship

6. Ministry of Petroleum & Natural Gas

7. Department of Chemicals & Petro -Chemicals

8. Department of Fertilizers

9. Department of Science & Technology

10. Department of Scientific and Industrial Research

11. Department of Bio-Technology

12. Department of Animal Husbandry and Dairying

13. Department of Consumer Affairs

D. Charge of Joint Secretary (Ms Sumita Dawra)

1. Ministry of External Affairs

2. Department of Investment & Public Asset Management

3. Ministry of Textiles

4. Department of School Education and Literacy

5. Department of Health & Family Welfare
6. Department of Health Research

7. Department of Pharmaceuticals
8. Ministry of Food Processing Industries
9. Ministry of Coal
10. Department of Higher Education

E. Charge of Joint Secretary (Shri Rajiv Aggarwal)

1. Ministry of Ayurveda, Yoga and Naturopathy, Unani, Siddha and Homoeopathy

2. Ministry of Environment, Forest & Climate Change

3. Ministry of New and Renewable Energy

4. Ministry of Tribal Affairs

5. Department of Agricultural Research and Education

6. Department of Agriculture, Cooperation & Farmers Welfare

7. Department of AIDS Control

8. Department of Fisheries
9. Department of Public Enterprises

10. Ministry of Statistics and Programme Implementation

F. Charge of Joint Secretary (Shri Ravinder)

1. Ministry of Corporate Affairs

2. Ministry of Electronics & Information Technology

3. Ministry of Home Affairs (Except D/o Official language)

4. Ministry of Housing and Urban Affairs

5. Ministry of Labour and Employment

6. Ministry of Power

7. Department of Defence

8. Department of Defence Production

9. Department of Defence Research & Development

10. Department of Justice

11. Department of Land Resources

12. Department of Legal Affairs

13. Legislative Department

14. Department of Telecommunication

15. Department of Financial Services

G. Charge of Joint Secretary(Shri Rajendra Ratnoo)

1. Ministry of Development of North Eastern Region

2. Department of Sports

3. Department of Youth Affairs

4. Ministry of Panchayati Raj

5. Ministry of Tourism

6. Ministry of Women and Child Development

7. Department of Rural Development

8. Ministry of Mines

9. Department of Food and Public Distribution

10. Ministry of Water Resources, River Development & Ganga Rejuvenation

11. Ministry of Culture

12. Ministry of Railways

13. Ministry of Road Transport

H. Charge of Joint Secretary (Shri S D Sharma)

1. Department of Administrative Reforms & Public Grievances

2. Department of Pensions & Pensioners Welfare

3. Department of Personnel & Training

4. Department of Official Language

5. Department of Ex-Servicemen Welfare

6. Department of Space

7. Ministry of Parliamentary Affairs

8. Department of Drinking Water & Sanitation

I. Charge of Chief Controller of Accounts

1. Department of Expenditure

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Allocation of States/UTs for handling Miscellaneous Coordination work

A. Charge of Additional Secretary (Shri Shailendra Singh)
1. Madhya Pradesh
2. Dadra & Nagar Haveli
3. Daman & Diu
4. Goa
5. Odisha

6. Uttarakhand

B. Charge of Joint Secretary (Shri Anil Agrawal)

1. Karnataka
2. Kerala
3. Uttar Pradesh
4. West Bengal

C. Charge of Joint Secretary (Ms Sumita Dawra)
1. Andhra Pradesh
2. Haryana
3. Himachal Pradesh
4. Telangana
5. Puducherry

D. Charge of Joint Secretary (Shri Rajiv Aggarwal)

1. Bihar
2. Lakshadweep
3. Maharashtra
4. Chandigarh
5. Punjab

E. Charge of Joint Secretary (Shri Ravinder)
1. Andaman& Nicobar Islands
2. Chattisgarh
3. Gujarat
4. Jharkhand
5. Rajasthan

F. Charge of Joint Secretary(Shri Rajendra Ratnoo)
1. Delhi
2. North East States (including Sikkim)
3. Jammu & Kashmir
4. Tamil Nadu

LIST OF SECTIONS

S. No.	New Name	Old Name
1.	Boiler	Boiler
2.	Budget & Accounts	Budget & Accounts
3	Cash- other Bills	Cash- II
4.	Cash- Pay Roll	Cash- I
5.	Cement	Cement
6.	Consumer Industry	Consumer Industry
7.	Coordination	Coordination
8.	Copy Rights	IPR VII
9.	Designs and National Institute of Design	IPR V
10.	Ease of Doing Business	BE-I
11.	Establishment- Gazetted	E-I
12.	Establishment - D, Group D, R&I	Estt-D + R&I
13.	Establishment- Non Gazetted	E-II
14.	Establishment - Other Matters	E- IV
15.	Establishment - Retirement Matters	E- III
16.	Explosives	Explosive
17.	Finance- 1	Finance -1
18.	Finance - 2	Finance - 2
19.	International Cooperation- Americas	IP&IC- III
20.	International Cooperation- Asia (ex ME)	IP&IC- I
21.	FDI Policy Section	FC-I
22.	E-Commerce	
23.	Foreign Investment Facilitation Section	FC- II
24.	FDI Data Cell	FDI Data Cell
25.	General Administration	General Administration
26.	GST Subsidy Scheme	Planning
27.	Rajbhasha	Hindi
28.	Industrial Corridors & IICC	Industrial Corridor+ ID-I
29.	Industrial Enterprise Memorandum	Industrial Enterprise Memorandum (IEM)
30.	Industrial Licensing	Industrial Licensing (IL)
31.	Manufacturing Policy	National Manufacturing Policy (MP)
32.	Industrial Statistics	ISU
33.	International Cooperation - Africa Middle East & Oceania	IP&IC - IV
34.	International Cooperation - Europe	IP & IC - II
35.	International Cooperation - CIS	
36.	IPR- Negotiations and Cooperation	IPR - II
37.	IPR- CIPAM	IPR VI
38.	IPR- Establishment	IPR- I
39.	Leather	Leather
40.	Linoleum and Rubber	Linoleum and Rubber (LR)
41.	Library	Library
42.	Light Engineering Industry	Light Engineering Industry (LEI)

43.	Investment Promotion (Make in India)	BE- III
44.	MIIUS Scheme	IIUS + ID-II
45.	NPC-QCI	NPC-QCI
46.	Office & Management	Office & Management (O&M)
47.	Paper	Paper
48.	Parliament	Parliament
49.	Patents	IPR - III
50.	Protocol	Protocol
51.	Public Procurement	BE- II
52.	Public Relations & Grievances	PR&C
53.	Right to Information	Right to Information
54.	Salt	Salt
55.	SEO- Cell	SEO Cell
56.	Himalayan States Schemes	Special Package
57.	Startup India	Startup India
58.	Technical Support	TSW
59.	Trademarks and GI	IPR- IV
60.	UNIDO	UNIDO
61.	Vigilance	Vigilance
62.	North East Schemes	DBA-II+ NER
63.	Internal Trade (except e-Commerce)	