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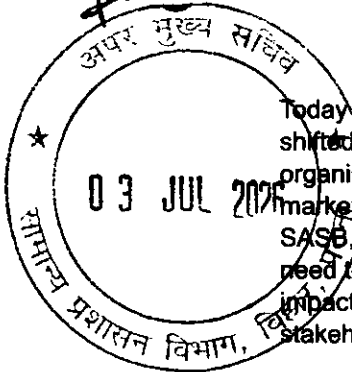
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Tue, 23 Jun 2026 1:02:31 PM +0530

To: "secy-par-bih"<secy-par-bih@nic.in>



Today in the global supply chain, sustainability transparency has shifted from an ethical choice to an operational imperative—organisations need to institutionalise impact measurement to maintain market access and investor confidence. As global standards like GRI, SASB, and TCFD converge with India's BRSR mandate, there is a need to provide insights into framework implementation, data-driven impact assessment, and strategic disclosure development for the stakeholders.

With this background CSE is conducting a 4-day residential training on 'Understanding Sustainability Reporting in India' 18th-21st August, 2026 at Anil Agrawal Environment Training Institute (AAETI), Nimli, Rajasthan. The training is designed to equip participants with the expertise to align business growth with environment and social responsibility. Through interactive sessions, case studies, attendees will master data collection, materiality assessments, and assurance procedures—enabling them to craft credible reports that meet sub-national and global benchmarks while addressing challenges.

This intensive training empowers businesses to futureproof operations, mitigate risks, and transform regulatory compliance into a strategic advantage in an increasingly sustainability-conscious economy.

TARGET PARTICIPANTS

Corporate Leaders, Sustainability officers, CSR managers, environment consultants, policymakers, financial institutions (Banks), non-financial enterprises, ESG enthusiasts, civil society organizations, investors, academicians, and entrepreneurs seeking to navigate sustainable reporting mandates or drive ESG excellence.

LEARNINGS FROM THE PROGRAMME

- Develop comparative understanding of different sustainable reporting frameworks like GRI, SASB, TCFD, etc and awareness on global corporate sustainability trends.
- BRSR overview, BRSR Core, leadership indicators and assurance methodologies
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- Access to sustainable finance through ESG reporting
- Case studies on successful BRSR reporting

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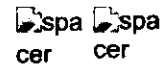
(includes training fees, accommodation, food and travel from/to Delhi and training centre)

For relevant government officials, government research organisations, civil societies, institutes of repute, regulators and policy makers, **the course fee is sponsored by CSE**

NOTE

- Participants bear their own travel costs to Delhi and back. Reach at CSE's Delhi office by 12 pm IST on 17th August. Transport to AAETI will be provided from CSE's office.
- Training concludes on 21st August, 2026 with certification and lunch. Return Transport will be provided from AAETI campus to the airport, railway station, or CSE Campus.

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SHOBHIT SRIVASTAVA

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★ Dear Mr. Kumar, ★

We had connected in the past with reference to the Executive Education Programmes offered by IIM Lucknow. We are pleased to inform you about our upcoming programme on 'Understanding Self for Leadership Excellence'. The programme is scheduled for three days during August 20 to 22, 2026 at IIM Lucknow Campus.

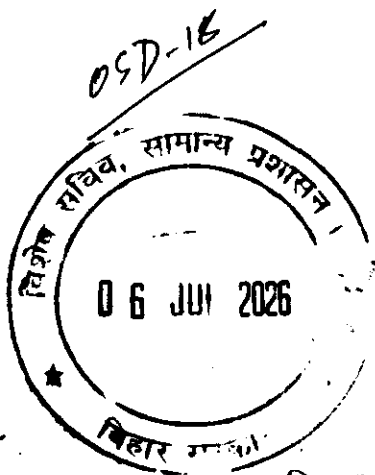
Objectives : The main objective of this programme is to make an effort to demonstrate to leaders that she/he has unlimited potential. The actualization of these potentials in real and work-life can only be through understanding one's self fully and relating to others and the environment in a better way. This workshop will be a journey into a self & extension of self to others, highlighting various facets of leadership excellence.

Who Can Attend : The programme is designed for every leader and potential leader in all contexts, who is a learning personality and aspires to develop further through the journey of Self Improvisation in all spheres of work and life.

Please reply to this email or connect with me on the below number for a detailed brochure. I hope that you would participate in and benefit from this programme offered by IIM Lucknow.

Best Regards,
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Dear Mr. Jha,

We had connected in the past with reference to the Executive Education Programmes offered by IIM Lucknow. We are pleased to inform you about our upcoming programme on **Managing Performance in New Era**. The programme is scheduled for three days during **July 10th to 12th, 2026 at IIM Lucknow (Noida Campus)**.

Introduction : Managing performance is one of the important and critical aspects of any manager. The changing work environment need a different perspective on performance management aspects to deal with diverse group of employees and increasing complexity in the environment. A strong performance management system helps in achieving employee and organizational effectiveness through aligning the individual performance and expectation with organizational goals. Managing performance in the changing work environment like Virtual work, gig workers, social media application, millennials with diverse expectations demands different approach of performance management than the traditional approach.

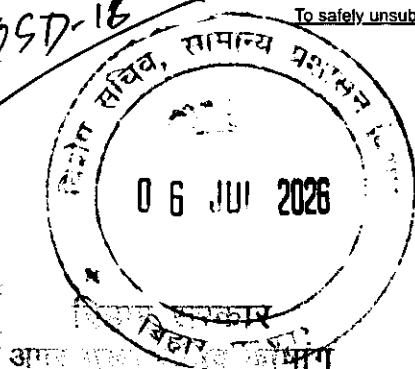
Programme Content: These three days program will be designed to cover the following broad insights:

- Understanding performance management process
- Importance of Performance Planning and Goal Setting
- Managing performance in Virtual work environment
- Effective performance linked reward for employees
- Changing role of Leadership for effective performance management
- Ethical and Legal issues in Performance management

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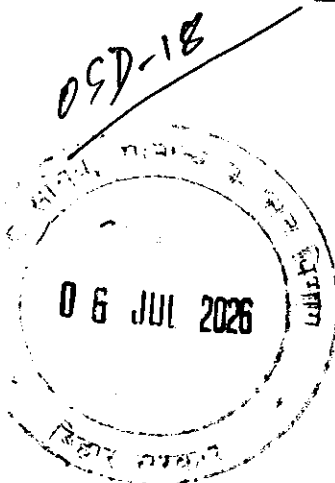
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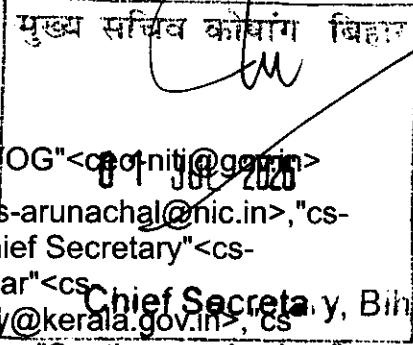
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National Department Summit on "Institutionalizing Capacity
Building: From Training to Performance-linked Governance"

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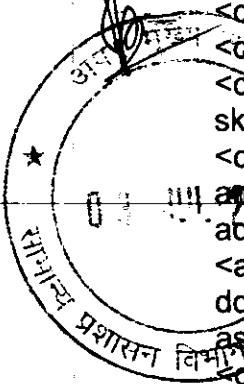
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Madam/Sir,

Please find attached herewith the Post Summit Report for the **National Department Summit on "Institutionalizing Capacity Building: From Training to Performance-linked Governance"** held on **15.05.2026** in virtual mode for your kind information and further necessary action.

With regards,

--
Shubham Ghildiyal
Assistant Section Officer (iGOT-I)
Government of India
Department of Personnel and Training
Training Division, Block-IV, JNU Old Campus
New Delhi - 110067
Tele: 011-26706372

1 Attachment(s)

Report on National Summit on ...

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कार्मिक एवं प्रशिक्षण विभाग
DEPARTMENT OF
PERSONNEL & TRAINING



**CAPACITY BUILDING
COMMISSION**

Post Summit Report for Cabinet Secretariat

Institutionalizing Capacity Building: From Training to Performance Linked Governance

**Government of India
Department of Personnel & Training
and
Capacity Building Commission**

May 15, 2026

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Executive Summary

The Department of Personnel and Training (DoPT) and the Capacity Building Commission (CBC) convened the National Departmental Summit on **“Institutionalizing Capacity Building: From Training to Performance-linked Governance”** on 15 May 2026. The Summit was chaired by Hon’ble Minister of State for Personnel, Public Grievances and Pensions, **Dr. Jitendra Singh**, and brought together participants from all **36 States/Union Territories (UTs)**, including their Administrative Training Institutes (ATIs), national institutions and selected knowledge and technology partners. The Summit was preceded by a structured consultative process that ran over two months, encompassing numerous deliberations and consultation sessions, after which detailed inputs were received from **23 States/UTs**.

The central message emerging from the Summit was the need to create a **unified, integrated and interoperable capacity-building ecosystem** across governments. The ecosystem should connect Capacity Building Plans (CBPs) as the primary demand signal and iGOT Karmayogi, Training Institutions and specialised learning interventions as the supply ecosystem, with learning undertaken through these channels feeding into a continuous competency record for every official. Such a framework would enable systematic tracking of competency acquisition across the civil services and support HR management. It would also create a continuous feedback loop for strengthening the design, delivery, and evaluation of capacity-building interventions.

The Summit emphasized that **performance-linked governance cannot be achieved by training officials alone**. It requires a connected system where roles are clearly defined, competency requirements are identified, learning opportunities are delivered through digital, blended and institutional channels on an ongoing basis, acquired competencies are recorded, and this information is made available to decision-makers. In this sense, capacity building becomes directly linked to organizational performance, citizen-centric delivery and governance outcomes.

The Summit was structured around four themes that together define the next phase of Mission Karmayogi.

1. **Unified Framework for Role-focused and Performance-linked Capacity Building**
2. **Strengthening Training Institutions**
3. **Leveraging AI and Technology for Hyper-personalized Learning**
4. **Reimagining Cadre Training**

Across these themes, the Summit agreed on a set of core outcomes. **Under Theme 1**, States/UTs endorsed the need for a unified framework for role-focused and performance linked governance, integrating State HRMS with iGOT. States/ UTs having HRMS need to integrate the same with iGOT and those who do not have an HRMS may adopt the eHRMS of GoI. **Under Theme 2**, there was agreement that Training Institutions (TIs) must transform inside out into becoming demand-responsive, digitally enabled and outcome-oriented

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capacity-building institutions along with appropriate financial and administrative autonomy. TIs need to move from rule based to role based training across the board. **Under Theme 3**, it was agreed that AI should support personalized learning pathways, course recommendations, CBP updating, skill forecasting, content creation, assessments and data-driven planning, while also building the institutional capacity of Training Institutes to integrate AI into their own workflows. Use of AI needs to be dwelled deeper by CBC along with states, including on their data sources to be referred to. **Under Theme 4**, States/UTs agreed that mandatory induction training across all cadres should be introduced. Further, cadre training must be reimagined as a continuous career-long, role-based development pathway aligned with CBPs.

A cross-cutting outcome was the recognition that **institutional and organizational capacity building is as important as individual capacity building**. Mission Karmayogi's next phase must therefore define and strengthen not only the competencies of officials, but also those of the institutions and organizations, including their administrative landscape (policy, guidelines, SOPS etc), workflows, curated data sources, digital infrastructure etc. that need to be in place to facilitate and empower the capacitated individual to perform and deliver productively. This is especially important for AI-enabled governance, where public institutions also become AI native across the spectrum i.e. right from policy, procurement, data sources for the models, re-engineered workflows to its usage, validation coupled with continuous and embedded compliances and audit.

The Summit also identified other immediate operational actions to begin this transition. These include onboarding all State/UT officials and field-level functionaries on iGOT; preparing, and uploading live CBPs for Departments; designating State and Department-level capacity-building nodal structures; aligning training calendars with CBPs; integrating iGOT with ATI/TI programmes; identification and creation of regional-language content; sharing high-quality courses and training infrastructure; and initiating CBP-linked training, competency records and HRMS/eHRMS integration.

In his concluding address, the Hon'ble MoS underlined that Mission Karmayogi is entering its next phase with stronger emphasis on **institutionalizing capacity building & competency-based governance**. He emphasized that iGOT, Training Institutions and HR management tools must work as a unified system and called for ATIs and other Training Institutions to transform and move beyond conventional training models and evolve into modern, technology-driven centres of governance and capacity building, including from rule based to role based. He further stressed the need for free thinking within the government, mentorship for officials and institutions, and partnerships with IITs, IIMs and other specialized institutions for domain specific training.

Going forward, operationalization will be taken forward through a coordinated Centre-State mechanism led by DoPT and CBC at the national level, with ATIs supported by GAD/Personnel Departments anchoring implementation at the State/UT level towards facilitating **Viksit Bharat 2047**

1. Introduction

Capacity building of public officials is a critical governance imperative for achieving the vision of *Viksit Bharat 2047*. The ambition of becoming a developed India by 2047 requires government institutions at every level to deliver outcomes with greater speed, precision, accountability and citizen-centricity. This transformation depends on the capacities, competencies and orientation of the public officials who design policies, implement programmes, deliver services, monitor progress and solve problems on the ground.

The National Programme for Civil Services Capacity Building, Mission Karmayogi, was launched by the Government of India in 2020 to enable a shift from a rule-based approach to a role-based capacity-building ecosystem. The core objective is to ensure that public officials are equipped with the right competencies for the roles they perform, and that the right person is placed in the right role at the right time. This marks a fundamental shift from viewing training as an episodic activity to treating capacity building as a continuous, role-focused and performance-linked governance function.

Since its launch, Mission Karmayogi has created important institutional foundations. Capacity Building Plans have enabled Ministries, Departments and States/ Union Territories (UT) to identify role-wise competency requirements and capacity gaps in a structured manner. iGOT Karmayogi has emerged as the digital backbone for delivering capacity building at scale. Training Institutions are being strengthened through common standards, accreditation and quality frameworks. Policy instruments such as the Karmayogi Guidelines, 2023, DoPT advisories, and linkages between iGOT learning and APAR have further created an enabling environment for a competency-based public HR ecosystem.

These reforms have set foundations for a new public human resource management architecture. However, the next phase requires moving from early adoption, enabling instruments and pilots to full institutionalization. Capacity building must now be embedded into the regular functioning of Ministries, Departments, States/UTs, Training Institutions and HR systems.

This requires moving from fragmented training programmes to an integrated system where capacity-building demand, learning delivery, competency acquisition and HR decisions inform each other. This transition may be understood through the Demand-Design-Delivery framework.

- **Demand** refers to the capacities required to achieve national priorities, Viksit Bharat 2047 goals and State/UT development objectives.
- **Design** refers to the structured articulation of these requirements through Capacity Building Plans, which identify role-wise competency needs and gaps.
- **Delivery** refers to the mechanisms through which these capacities are built at scale, including iGOT Karmayogi, Training Institutions, blended learning, assessments, faculty development, content quality systems and HR linkages.

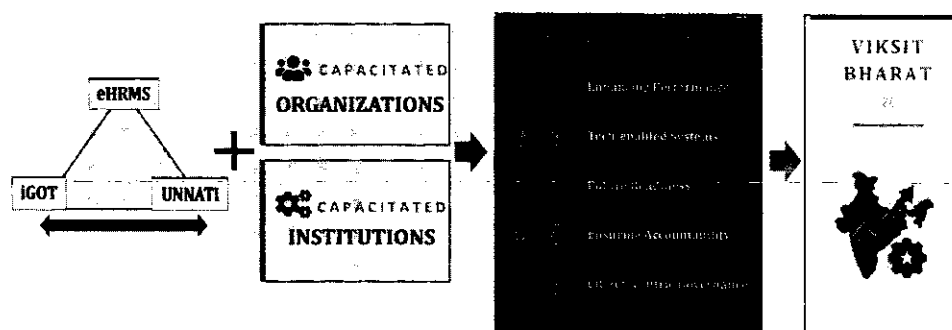
Together, these three elements provide the operating logic for institutionalizing capacity building i.e. demand identifies the competencies required; design translates them into Capacity Building Plans; and delivery enables officials to acquire them through digital, institutional and blended channels, thereby leading to role relevant capacitated individuals.

Performance-linked Governance

Performance-linked governance refers to a system in which the capacities and competencies of public officials are systematically aligned with the roles they perform and the outcomes government institutions seek to achieve. In such a system, capacity building is not treated as an isolated training activity but is connected to the way government institutions define roles, build competencies, manage people and deliver outcomes. Capacity Building Plans identify the competencies required for each role and serve as primary demand signal for capacity building. These requirements are addressed through appropriate learning interventions, while competency acquisition is progressively recorded to support HR decisions.

The objective is to build both **capable individuals** and relevantly **capacitated and enabling institutions and organizations**. When officials acquire role-relevant competencies, and organizations provide relevant, appropriate and enabling working environment and infrastructure, capacity building begins to translate into better governance outcomes. These outcomes include improved performance, technology-enabled systems, future readiness, accountability and citizen-centric governance. In this sense, performance-linked governance is the pathway through which Mission Karmayogi contributes to Viksit Bharat 2047.

How Capacity Building Translates to Performance-linked Governance



*A unified and interoperable framework which translates to **PERFORMANCE-LINKED GOVERNANCE** on the path to **VIKSIT BHARAT 2047***

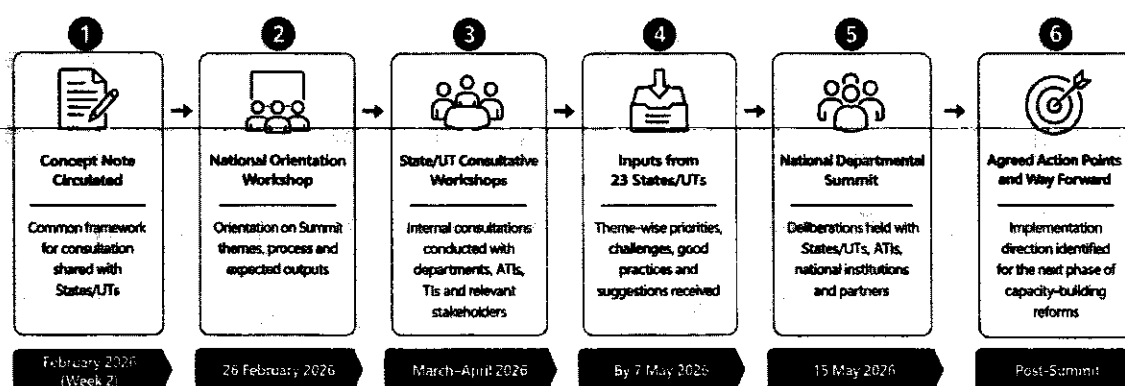
In this context, the Department of Personnel and Training and the Capacity Building Commission convened the National Departmental Summit on “**Institutionalizing Capacity Building: From Training to Performance-linked Governance**” on 15 May 2026, chaired by Hon’ble Minister of State for Personnel, Pensions & Public Grievances, Dr. Jiterndra Singh. The Summit was designed as the culmination of a structured national consultative process involving States/UTs, Administrative Training Institutes (ATIs), and

other institutional stakeholders. It was organized around four themes covering the unified framework, Training Institutions, AI and technology, and cadre training reform.

This “post-Summit report” intends to bring out a shared Centre-State pathway for transforming Mission Karmayogi from a capacity building reform into a fully institutionalized, role-focused and performance-linked governance reform.

2. Consultative approach

To enable a holistic and collaborative outcome, the Summit was organized around four themes and preceded by a structured consultative process with States/ UTs. The consultative process for the National Summit was meticulously structured to ensure inclusive and representative policy alignment across all levels of government. Commencing in the second week of February 2026, the initiative was launched with the circulation of a comprehensive concept note to all States and Union Territories (UTs), establishing a standardized framework for the upcoming consultations. This was followed by a National Orientation Workshop on 26 February 2026, which provided stakeholders with clear guidance on the summit's core themes, procedural expectations, and anticipated deliverables.



Over the months of March and April 2026, intensive internal consultative workshops were conducted at the State/UT level, engaging a diverse cohort of departments, Administrative Training Institutes (ATIs), Training Institutions (TIs), and key stakeholders to identify regional priorities and challenges. By 7 May 2026, detailed inputs—including documentation of good practices and strategic suggestions—were consolidated from 23 States and UTs.

Based on the inputs received through the pre-summit consultative process, the Summit was organized with the following objectives:

1. To build **alignment on a unified framework** for role-focused and performance-linked capacity building across Centre and States/UTs.
2. To define the **future role of Training Institutions**, including ATIs, in supporting role-based, blended and outcome-oriented capacity building.
3. To **explore the use of AI and technology in capacity building**, particularly for personalized learning, learning analytics and institutional decision-making.
4. To **examine reforms required in cadre training** so that induction, mid-career and refresher training are aligned with roles, competencies and governance priorities.
5. To identify **agreed action points and an implementation pathway** for the next phase of capacity-building reforms.

Theme 3: Leveraging AI and Technology for Hyper-personalized Learning

Item	Details
Context-setting by	Ms. Chhavi Bhardwaj, CEO, Karmayogi Bharat
Presentations by	• Shri Madan Oberoi, Director, Strategic Engagements, Public Sector, APAC; Shri Shounak Acharya, Customer Engineer & Infrastructure Modernization; and Shri Nitin Gupta, Central Government Business Development Lead, Google • Shri Himanshu, Shri Saurabh, and Shri Naman, Team Sarvam • Shri Santosh Kevlani, EkStep Foundation

Theme 4: Revisiting Cadre Training in States

Item	Details
Context-setting by	• Dr. Alka Mittal, Member (Admin), Capacity Building Commission, Government of India • Shri Vijay S, Deputy Director, Department of Personnel and Training, Government of India
Presentations by	• Shri Sachin Sinha, Director General, RCVP Naronha Academy of Administration, Government of Madhya Pradesh • Shri Manoj Yadava, Director General, Haryana Institute of Public Administration (Gurgaon), Government of Haryana • Smt. Sreya Guha, , Director General, HCM - Rajasthan Institute of Public Administration, Government of Rajasthan • Shri Rajiv Manjhi, Director, Institute of Secretariat Training and Management, Government of India

*****END OF DOCUMENT *****

1937-7
 3-7-26

an important role in promoting performance excellence This Workshops will help the Executives to Sharpen their Skills which will contribute for Managerial Excellence through Effective Leadership & will also enable the Participants to Evolve Strategies & Skills for Promoting Dynamics Leadership in the organizations. 605

"ACHIEVING PERFORMANCE EXCELLENCE"

(EMOTIONAL AND SPIRITUAL DIMENSIONS)

- Executives / Officers / Managers engaged in any Department in an Organization/Office (Such as Administration , Finance/Accounts, Technical, Safety , Medical , Personnel ,HR, Staff etc.etc).

Personnels engaged in Office : Senior Executives, Administrative Stores & Field Officers, Section Officers, Superintendents,

Office Managers, PS / PA'S , Stenos, Typists Assistants, Secretarial & Clerical Staff,(U D C / LDC), Receptionist,

- Leaders / Activists of Employees Unions, Supervisors & Officers Associations & SC/ST & OBC Employees Welfare Associations & JCM Committee Members.

TOPICS TO BE COVERED

- Characteristics of an Effective Employees (Positive Values) -- Team Building for Orgn Growth -- Productivity -- Role of Union/ Asson/ Employees in increasing Productivity -- Management of Stress -- Human Relations / Good Interpersonnel Relations/ Good Union Management Relations for smooth functioning --Importance of Effective Communication \ Good Relations \ Less Stress \ Effective Team \ Better Performance \ More Productivity \ Orgn Growth * Managerial Leadership

FACULTY:

The Training Programme will be Conducted by our Sr. Faculty , in mix of Hindi & English Through lectures , Group Discussions, Case Study & Quiz.

DATE & VENUE

- | | |
|--|---|
| 1. AT HOTEL GLACIER RESORTS, MANALI (HP) | FROM JULY 09 th A/N - 12 th F/N, 2026 |
| 2. AT HOTEL PRESIDENCY, LEH (LADAKH) | FROM JULY 17 th A/N - 20 th F/N, 2026 |
| 3. AT HOTEL ASIA THE DAWN, SHIMLA (HP) | FROM JULY 25 th A/N - 28 th F/N, 2026 |

PARTICIPATION FEES WILL BE

Rs. 35,900/- +18% GST Per Residential Participant per Programme in Double Occupancy.

Rs. 24,900/- +18% GST Per Non Residential Participant per Programme.

Rs. 44,900/- +18% GST Per Resident Participant in Single occupancy

(in this spouse stay will be complimentary)

(KINDLY NOTE THE COURSE FEES FOR LEH, LADAKH TRAINING PROG WILL BE

Rs 40,900/- or RS 52,900/- + 18% GST Per Resident Participant in Double /Single occupancy Basis resp)

We are sure you will find these above said Workshop need based , Educative , Informative & highly useful for your Organisation / Employees. We, therefore request you to kindly take advantage of the same by nominating more n more your Officers / Officials for this Workshop.

Kindly favour us, with Your nominations along with the Course fees drawn in favour of "NATIONAL INSTITUTE OF MAN MANAGEMENT & ADVANCEMENT " (Payable at New Delhi) at the earliest, as seats are limited.

With warm regards,



(AJAY SHARMA)

Executive Director

REGD. OFFICE : B-18, GROUND FLOOR, COMMUNITY CENTRE, JANAK PURI, NEW DELHI: 110058.

TELE. NO:- 011- 25511419, 40050334, 9811153108, 9891654500

FAX : 011-25511419

Email ID: nimmatrg@gmail.com, immt16@yahoo.in

WEB: www.nimma.org

Fwd: 01 day Online Workshop on Proactive Disclosure of information under RTI-Act & Third Party Audit (PDI-RTI-11) by ISTM on 30.11.2026

secy-
par- <secy-par-bih@nic.in>
bih

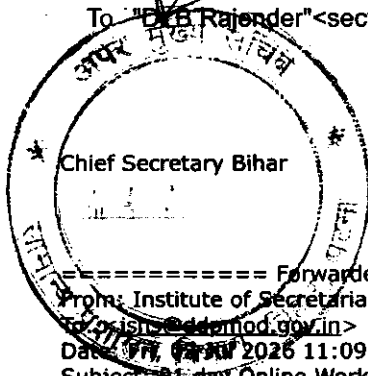
604

E-MAIL

Chief Secretary Bihar <cs-bihar@nic.in>

Fri, 03 Jun 2026 12:31:16 PM +0530

To: "D.C.B. Rajender" <secy-par-bih@nic.in>



===== Forwarded message =====

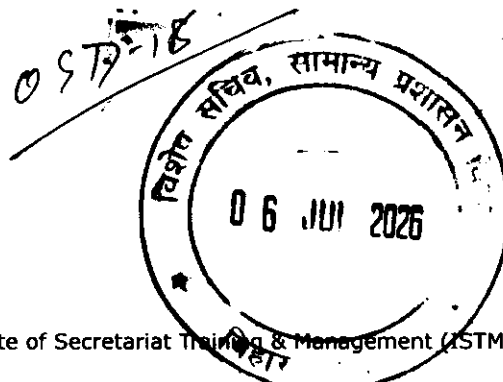
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>

To: secy-par-bih@nic.in

Date: Fri, 03 Jun 2026 11:09:32 +0530

Subject: 01 day Online Workshop on Proactive Disclosure of information under RTI-Act & Third Party Audit (PDI-RTI-11) by ISTM on 30.11.2026

===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Workshop, highlights of which is as under:

Course Name : Proactive Disclosure of information under RTI-Act & Third Party Audit

Course Code : PDI-RTI-11

Date : 30 Nov 2026 (01 Day)

Mode : Online

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in.
Link for filling online nomination for the Workshop is https://www.istm.gov.in/home/online_nomination_form
Last date to fill online nomination is 26.11.2026.

Regards

Deepak Kumar Bist

Joint Director & Course Coordinator

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

3557/रत-18
7.7.26

S.O-18

Handwritten signature and stamp of the Joint Director & Course Coordinator.

बिहार सरकार
अपर सचिव, सामान्य प्रशासन
ई-मेल संख्या-19408
दिनांक-3-ने-26

Fwd: Re- Re- 01 Day Online Workshop on Change Management by ISTM on 22nd July, 2026

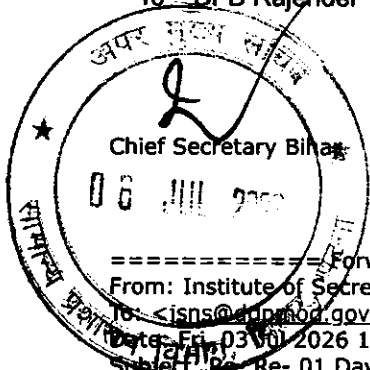
E-MAIL (603)
secy-par-bih <secy-par-bih@nic.in>

57 (18)

Chief Secretary Bihar <cs-bihar@nic.in>

Fri, 03 Jul 2026 3:16:44 PM +0530

To: "Dr B Rajender" <secy-par-bih@nic.in>

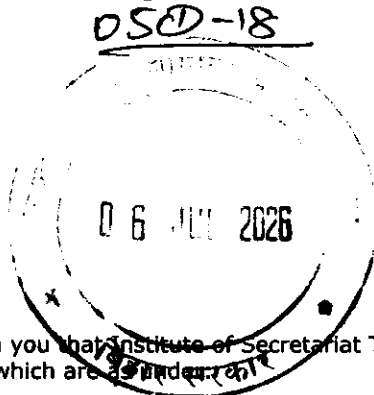


===== Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <isns@doptmod.gov.in>

Date: Fri, 03 Jul 2026 14:49:13 +0530

Subject: Re- Re- 01 Day Online Workshop on Change Management by ISTM on 22nd July, 2026

===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Workshop, highlights of which are as under:

Course Name : Change Management

Course Code : CM-04

Date : S.O. 18 22 Jul 2026

Mode : Online

3576/2026-18
7.7.26

For more details, click here for "COURSE CIRCULAR" and visit our website at www.istm.gov.in.
Link for filling online nomination form is https://www.istm.gov.in/home/online_nomination_form
Last date to fill nomination for the Workshop is 22nd July, 2026.

Regards

Deepak Kumar Bist

Joint Director & Course Coordinator

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

बिहार सरकार
अपर मुख्य सचिव कोषांग
सांख्यिकी विभाग
ई-मेल नं. 3576/2026-18
दिनांक 3-7-26

श्री विद्याल
दिनांक 7.7.2026

602

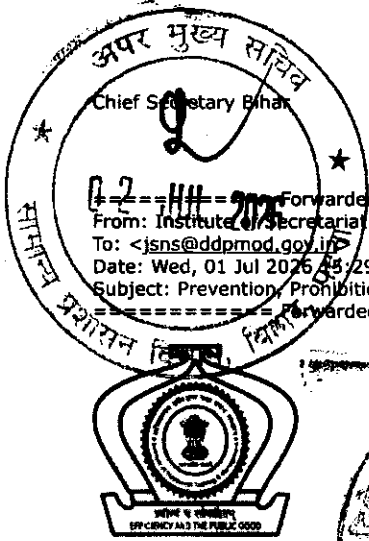
S.O. 18

Chief Secretary Bihar <cs-bihar@nic.in>

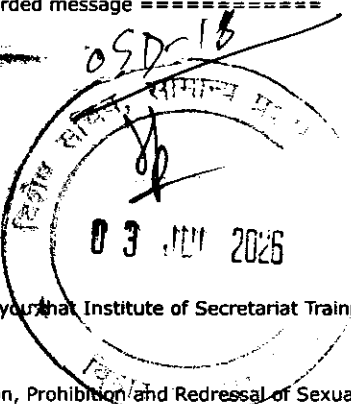
Wed, 01 Jul 2026 4:29:09 PM +0530

To "Dr B Rajender"<secy-par-bih@nic.in>

E-MAIL



Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <jsns@ddpmo.gov.in>
Date: Wed, 01 Jul 2026 4:29:40 +0530
Subject: Prevention, Prohibition and Redressal of Sexual Harassment of Women at Work Place by ISTM
===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Prevention, Prohibition and Redressal of Sexual Harassment of Women at Work Place

Course Code : POSH-33

Date : 24 Aug 2026 to 25 Aug 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Rizwana Bano

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

S.O. 18
3.7.2026

बिहार सरकार
अपर मुख्य सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल पत्रिका-19.13.0
दिनांक.....2.7.26

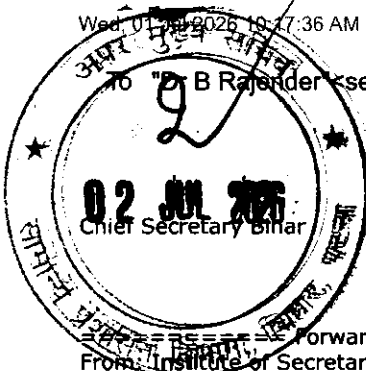
3496/अप-18
6.7.26

E-MAIL

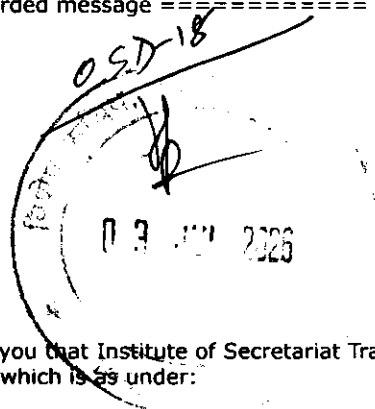
Chief Secretary Bihar <cs-bihar@nic.in>

Wed, 01 Jul 2026 18:47:36 AM +0530

To: "B Rajender" <secy-par-bih@nic.in>



Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <jsns@ddpmod.gov.in>
Date: Wed, 01 Jul 2026 09:39:19 +0530
Subject: Leveraging AI Tools in Power Point by ISTM
===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Leveraging AI Tools in Power Point

Course Code : MS-PP-20

Date : 03 Aug 2026 to 04 Aug 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Balaji N

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

विभाग सचिव
अपराध प्रमाणित कोषांग
साक्षात्कार विभाग
ई-गैल संख्या-19266
दिनांक-2-7-26

3502/सा.018
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S.O.18
3.7.2026

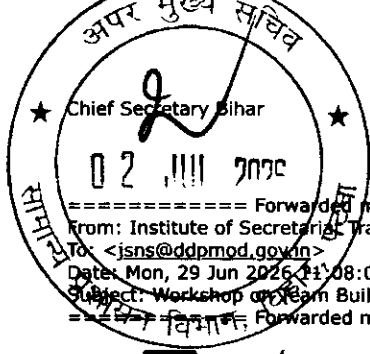
52(18)

Chief Secretary Bihar <cs-bihar@nic.in>

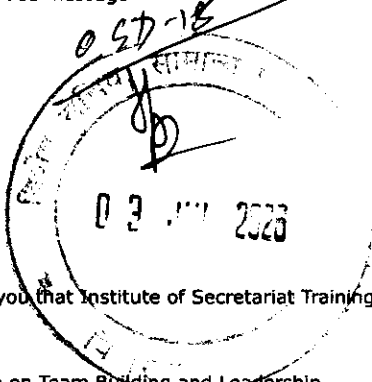
Tue, 30 Jun 2026 2:58:22 PM +0530

E-MAIL

To "Dr. B. Rajender" <secy-par-bih@nic.in>



===== Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <jsns@ddpmo.gov.in>
Date: Mon, 29 Jun 2026 11:08:05 +0530
Subject: Workshop on Team Building and Leadership by ISTM
===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Workshop on Team Building and Leadership

Course Code : WTBL-15

Date : 28 Sep 2026 to 29 Sep 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Anil Shishir Kerketta

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

S.O. 18
3.7.2026

बिहार सरकार
अपर मुख्य सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या-19054
दिनांक-1.7.26

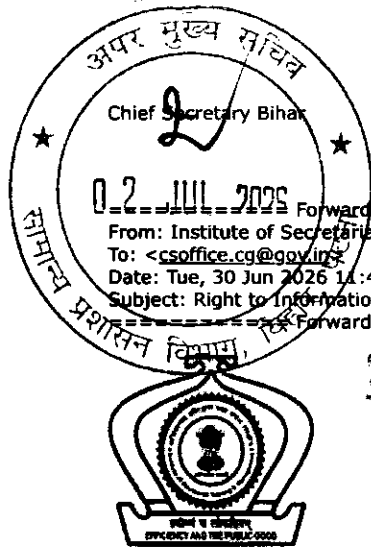
3503/का-18
6.7.26

Chief Secretary Bihar <cs-bihar@nic.in>

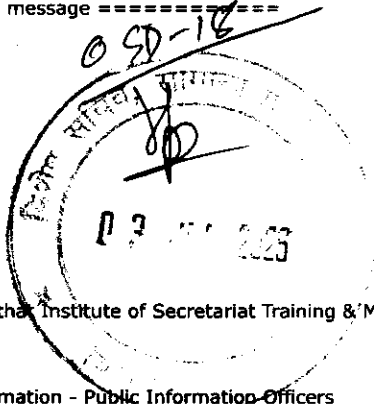
Tue, 30 Jun 2026 3:31:52 PM +0530

To "Dr B Rajender" <secy-par-bih@nic.in>

E MAIL



Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <cs@office.cg.gov.in>
Date: Tue, 30 Jun 2026 11:40:08 +0530
Subject: Right to Information - Public Information Officers by ISTM
===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Right to Information - Public Information Officers

Course Code : RTI-PIO-46

Date : 10 Aug 2026 to 11 Aug 2026

Mode : Offline

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in.

Regards

Kishore .

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

S.O. 18
3.7.26

बिहार सरकार
अपर मुख्य सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या-19052
दिनांक.....1.7.26

3504 / 27.06.26

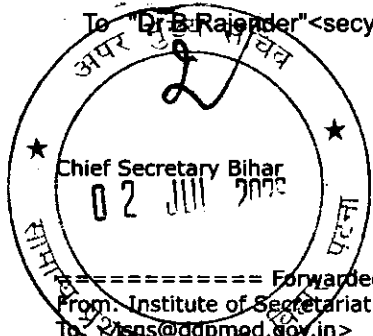
598

598

E-MAIL

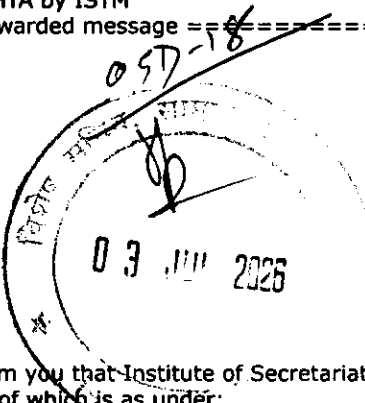
Chief Secretary Bihar <cs-bihar@nic.in>

Wed, 01 Jul 2026 1:09:19 PM +0530



To: "Dr. B. Rajender" <secy-par-bih@nic.in>

===== Forwarded message =====
 From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
 To: <secy-par-bih@nic.in>
 Date: Wed, 01 Jul 2026 12:13:46 +0530
 Subject: Level-A DAKSHTA by ISTM
 ===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Level-A DAKSHTA

Course Code : L-A-DAKSHTA-02

Date : 31 Aug 2026 to 04 Sep 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Sarika Soin

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

बिहार सरकार

अपर मुख्य सचिव कोषांग

सामान्य प्रशासन विभाग

ई-मेल संख्या-19088

दिनांक-1.7.26

S.O-18

3505 / 18
 6.7.26

3.7.2026

Fwd: Revised Circular for One Day (ONLINE) Workshop on "e-Record Management (e-RM-27)" will be conducted by ISTM on 27.07.2026.

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par-
bih

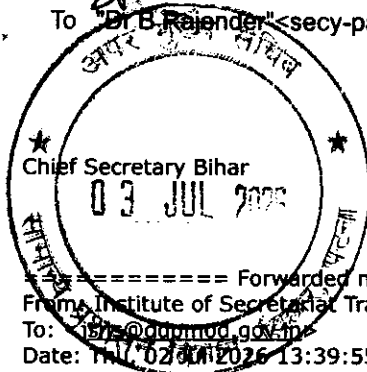
< secy-par-bih@nic.in >

58 (181)

Chief Secretary Bihar < cs-bihar@nic.in >

Thu, 02 Jul 2026 3:51:23 PM +0530

To: "Dr. B. Rajender" < secy-par-bih@nic.in >



===== Forwarded message =====

From: Institute of Secretariat Training and Management (ISTM) < istm@nic.in >

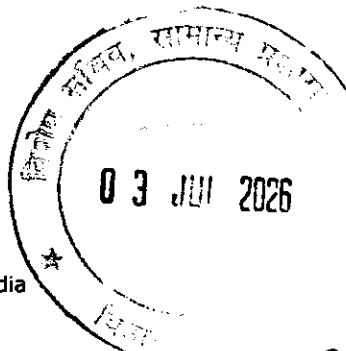
To: secy-par-bih@nic.in

Date: Thu, 02 Jul 2026 13:39:55 +0530

Subject: Revised Circular for One Day (ONLINE) Workshop on "e-Record Management (e-RM-27)" will be conducted by ISTM on 27.07.2026.

===== Forwarded message =====

File No.: Y-25011/03/2026-ISTM



Date: 15th June, 2026

To
All Ministries / Departments of the Govt. of India
All Attached & Subordinate Offices
All State Governments/All Union Territories
The Central Vigilance Commission/Election Commission of India/UPSC
All Public Sector Undertakings / All Autonomous Bodies

3581/का-18
6.7.26

Subject: Revised Circular for One Day (ONLINE) Workshop on "e-Record Management (e-RM-27)" will be conducted by ISTM on 27.07.2026.

Madam/Sir,

I am directed to say that a One Day Workshop on "e-Record Management (e-RM-27)" will be conducted by ISTM in **ONLINE MODE** on 27.07.2026. Details of the objectives of programme, its content, eligibility conditions, procedure for nomination and other information relating to the programme and facilities available are given at **Annexure**.

2. Nomination form for the course may be filled online at ISTM website

https://www.istm.gov.in/home/online_nomination_form. **It may please be noted that is mandatory to fill up nomination form online.** However, the nominees must ensure that his/her nominations is cleared by his/her sponsoring authority before applying online. The sponsoring authority's letter may be sent separately by post or may mail scanned copies of their nomination after getting signed by their sponsoring authority to the email I.D. given at the end.

3. Only such officials should be nominated who can attend this programme physically on whole time basis. While making nominations the level and type of participants as indicated in **Annexure** may kindly be borne in mind. An officer who has already attended similar training course/workshop conducted by ISTM should not be nominated. Nominations of eligible officials complete in all respect should reach the undersigned latest by **22th July, 2026**.

4. Only such candidates, whose nominations are accepted by the Institute of Secretariat Training & Management, would be allowed to join the training programme. It is, therefore, reiterated that nominees should be relieved only after acceptance by the Institute. **The acceptance of nomination letter will be uploaded in ISTM website (www.istm.gov.in).** This will also be communicated to the participants and Sponsoring Authorities through email only.

Enclosure: Annexure

8-0-18

[Signature]

बिहार सरकार
अपर मुख्य सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या-19289
दिनांक-2.7.26

Yours faithfully

586

-sd-

(Kavita Sharma)
Assistant Director & Course Coordinator
Email ID: kavita.s[at]nic.in

Tele No. : 011-26732076

ANNEXTURE

WORKSHOP INFORMATION SHEET

1. **COURSE TITLE:** e-Record Management
2. **COURSE CODE:** e-RM-27
3. **DURATION:** One day (27.07.2026)
4. **TIME:** 09:00 AM to 5:30 PM
5. **VENUE:** ONLINE MODE
6. **OBJECTIVES:**

At the end of the workshop the participants will be able to:

- (i) List out different types of record retention schedule
- (ii) Describe importance of Maintaining Records

7. METHODOLOGY: The programme will be organized on highly participative basis. The training methods will include lecture discussion, including discussion. Discussion on actual problems faced in dealing with specific cases.

8. PARTICIPANTS (Eligibility Conditions)

The programme is specially meant for Group A & Group B Officer of Govt. of India, PSUs/ Autonomous Bodies etc.

9. COURSE CAPACITY: The maximum number of participants that can be admitted to the Course is 30.

10. NOMINATIONS FOR THE COURSE: Eligible and interested officers may be nominated for the course. The particulars of the nominees may be sent to the Course Coordinator so as to reach him/her before **22th July, 2026**.

11. ACCEPTANCE OF NOMINATION: Candidates whose nominations are accepted by ISTM shall be intimated through ISTM's website. No separate communication by post would be issued by ISTM and therefore the Sponsoring Authority/Participants may see the website of ISTM regularly i.e. www.istm.gov.in. They may be relieved only after receipt of such intimation from ISTM.

12. COURSE FEE:

- (i) No course fee is required for Central Government, State Government & UT Government Servant etc.
- (ii) A course fee of Rs. 2,000/- (Rupees Two Thousand only) per participant will be charged in advance in respect of such employees of Public Sector Undertaking/Autonomous Bodies etc, after confirmation of nomination from ISTM.

Course fee is required to be paid through Online Payment Mode as per details given below.

- (iii) This course fee should be paid only after confirmation of nomination from ISTM.
- (iv) Course fee is required to be paid through Online Payment Mode as per details given below.

**Website – Bharatkosh.gov.in
Ministry – Personnel. P.G & P**

Course Fee - ISTM

- (v) Please share the copy of payment receipt on email [kavita.s\[at\]nic.in](mailto:kavita.s[at]nic.in)



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

595

Course Name : e-Record Management

Course Code : e-RM-27

Date : 27 Jul 2026 to 27 Jul 2026

Mode : Offline

For more details, click here for "COURSE CIRCULAR" and please visit our website at www.istm.gov.in.

Regards

Kavita Sharma

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

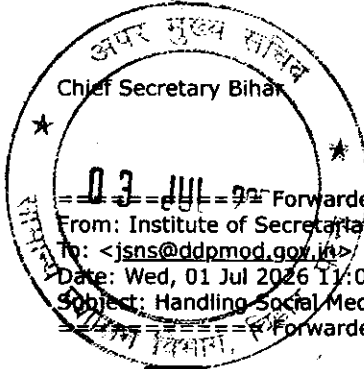
New Delhi - 110067

5.5-18

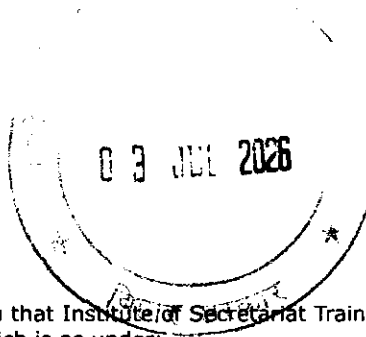
Chief Secretary Bihar < cs-bihar@nic.in >

Wed, 01 Jul 2026 1:01:04 PM +0530

To: "Dr B Rajender" <secy-par-bih@nic.in>



==== Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <jsns@ddpmod.gov.in>
Date: Wed, 01 Jul 2026 11:04:28 +0530
Subject: Handling Social Media and Information Retrieval by ISTM
==== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Handling Social Media and Information Retrieval

Course Code : HSMIR-07

Date : 17 Aug 2026 to 18 Aug 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Sudhir Pratap Singh Parihar

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

बिहार सरकार
अपर मुख्य सचिव कोषांग
साक्षात्कार विभाग
193/2
3-7-26

श्री विद्याल
विनीता
6.7.2026
S.O-18
[Signature]

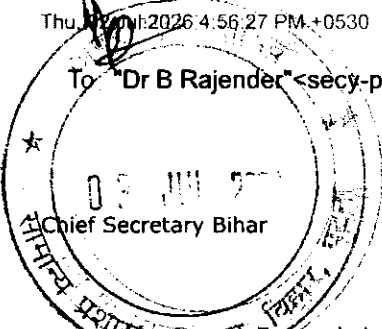
3531 / रा. 18
6.7.26

S.O.18)

Chief Secretary Bihar <cs-bihar@nic.in>

Thu, 02 Jul 2026 4:56:27 PM +0530

To: "Dr B Rajender" <secy-par-bih@nic.in>



===== Forwarded message =====

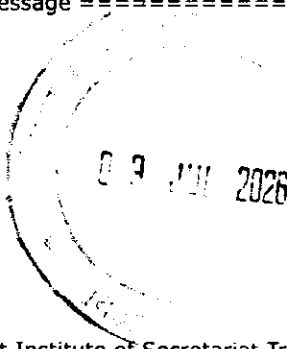
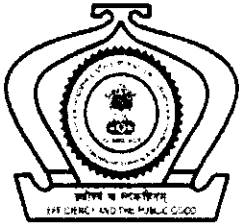
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>

To: <jsns@ddpmo.gov.in>

Date: Thu, 02 Jul 2026 16:41:27 +0530

Subject: Workshop on Income Tax by ISTM

===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Workshop on Income Tax

Course Code : WITAX-20

Date : 17 Aug 2026 to 17 Aug 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Vijay Kumar Keshari

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

S.O.18
[Signature]

श्री विशाल
विनीता
8.7.2026

बिहार सरकार
अपर मुख्य सचिव कोषांग
सांख्यिक एवं प्रशासन विभाग
ई-मेल संख्या-19277
दिनांक-2.7.26

3532/का-18
6.7.26

592

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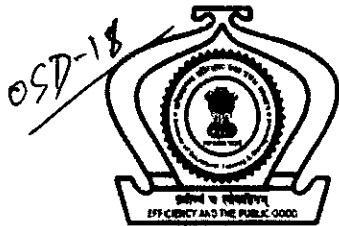
Chief Secretary Bihar <cs-bihar@nic.in>

Tue, 30 Jun 2026 4:23:06 PM +0530

To: "DPS Rajender" <secy-par-bih@nic.in>



Forwarded message
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <sof@nic.in>
Date: Tue, 30 Jun 2026 15:07:38 +0530
Subject: Workshop on Emerging Technology and Dashboard by ISTM
Forwarded message



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Workshop on Emerging Technology and Dashboard

Course Code : WETD-12

Date : 12 Oct 2026 to 13 Oct 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Kishore .

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

बिहार सरकार
आपत प्रमुख सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या-18.9.8.3
दिनांक 26.7.26

श्री विद्याल
2.7.2026
S.O-18
2.7.26

3447/सा-18
2.7.26

Fwd: Workshop on Cyber Security by ISTM

secy-par-bih <secy-par-bih@nic.in>

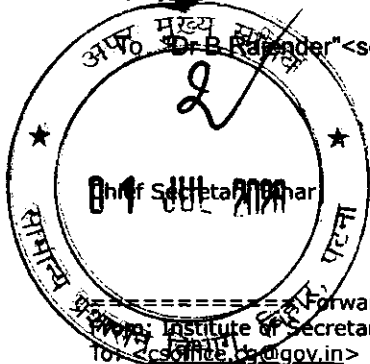
S.O-18 / OSD-18

E-MAIL

Chief Secretary Bihar <cs-bihar@nic.in>

Tue, 30 Jun 2026 4:21:47 PM +0530

From: "Dr. B. Rajender" <secy-par-bih@nic.in>



===== Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <cs@bihar.gov.in>

Date: Tue, 30 Jun 2026 15:02:28 +0530

Subject: Workshop on Cyber Security by ISTM

===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Workshop on Cyber Security

Course Code : W-CS-16

Date : 14 Sep 2026 to 15 Sep 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Kishore .

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

बिहार सरकार
आयुक्त सचिव कोषांग
सामान्य प्रशासन विभाग
ई-मेल संख्या-18.9.86
दिनांक-1.7.26

S.O-18

2.7.2026

34 48/2026-18

2.7.26

Fwd: MS-Excel (Advance) by ISTM

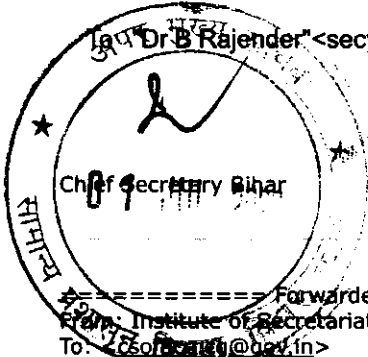
secy-par-bih <secy-par-bih@nic.in>

E-MAIL

590 / OSD-18

Chief Secretary Bihar <cs-bihar@nic.in>

Tue, 30 Jun 2026 4:21:14 PM +0530



Dr B Rajender <secy-par-bih@nic.in>

===== Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <secy-par-bih@nic.in>
Date: Tue, 30 Jun 2026 15:01:16 +0530
Subject: MS-Excel (Advance) by ISTM
===== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : MS-Excel (Advance)

Course Code : MS-Ex-A-02

Date : 24 Aug 2026 to 25 Aug 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Kishore .

Assistant Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

आचार्य सारदार
आचार्य सारदार कोषांग
साधारण प्रशासन विभाग
ई-मेल संख्या-18985
दिनांक-1.7.26

S.O.18

3449/2026-18

2.7.26

श्री विद्याल
विश्वनाथ
2.7.2026

roduction to PPSL_XLRI Jamshedpur

secy-par-bih <secy-par-bih@nic.in>

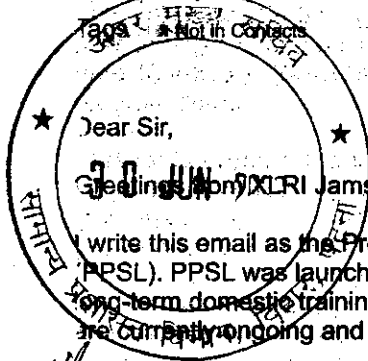
55(18)

<ppsl@xlri.ac.in>

Mon, 29 Jun 2026 6:14:40 PM +0530

To: "secy-par-bih" <secy-par-bih@nic.in>

Cc: "Kalyan Bhaskar" <kalyanb@xlri.ac.in>



Dear Sir,

XLRI Jamshedpur

I write this email as the Program Director of a new program from XLRI, Public Policy and Sustainable Leadership (PPSL). PPSL was launched last year, in collaboration with the DoPT (Government of India), as a hybrid one-year long-term domestic training program (LTDP) for working government officers. The admissions for the second batch are currently ongoing and this email is meant to apprise you of the salient features of the PPSL program.

3456/शा-18
7.7.26
बिहार सरकार
आपका पत्राचार विभाग
सामान्य प्रशासन विभाग
ई-मेल संख्या-18875
दिनांक-30-6-26

1) Work-life balance: The PPSL program is designed to minimize disruption to officers' professional and personal commitments, while delivering substantial classroom and applied learning value.

The 180 hours PPSL program is delivered through hybrid format, consisting of two short on-campus residencies (2 days in September 2026 and 3 days in January 2027) combined with weekly online sessions on Sundays (typically from 10 AM to 1 PM). All sessions are live and interactive with class recordings available for review throughout the program duration.

2) Modular, rigorous curriculum: The 180 hours PPSL program is divided into the following six modules of 30 hours duration each: a) Fundamentals of Public Policy, b) Public Finance and Management, c) Public Policy Instruments, d) Data Analysis for Public Policy, e) Public Policy and Business Strategy, and f) Sustainable Leadership. Each module comprises 5 to 6 topics taught by multiple faculty members.

3) Experienced faculty and innovative pedagogy: XLRI faculty members together with serving and/or retired practitioners use a combination of lectures, discussions, case studies, simulations, workshops, movies and documentaries, and experiential learning to connect theory with practice.

4) Capstone project: All participants are required to complete a guided capstone tied to their work or area of interest that can be developed into policy briefs, case studies (that are eligible for registration in XLRI case centre), research articles, or media articles. This allows for the prospects of converting program learning into actionable outcomes, beneficial for the participants and organizations specifically and society at large.

5) Eclectic peer group: Government officers learn alongside working professionals from central and state government PSUs, development organizations, and private sector, enhancing appreciation of the multi-dimensional nature of public policy.

The inaugural cohort has a healthy mix of senior government officers (IAS, IPS, IFoS; including one Secretary rank officer) and non-government professionals (state civil services, administrative training institute, public policy think-tanks, national and global development organizations).

6) Alumni benefits: Participants who successfully complete all requirements of the PPSL program are eligible for becoming XLRI executive alumni (on payment of the applicable alumni fee), and thereby providing access to executive alumni benefits and lifelong engagement with the alumni network of the oldest management institute of India. Graduation ceremony will be held on the campus of XLRI Jamshedpur.

Other key details of the 2nd PPSL Batch

Application deadline: 18th August 2026

Program commencement: 18th September 2026

1st Campus Residency: 18th and 19th September 2026 (Friday and Saturday)

Eligibility: The program is open to all officers belonging to All India Services, Central Civil Services (Group 'A'), faculty members of State Administrative Training Institutes (ATIs) and Central Training Institutes (CTIs) and also officers of the State Civil Services (Group 'A') who meet the following criteria:

- should have completed 5 years of Group 'A' service as on commencement of the program, and
- should have at least 5 years remaining service after completion of the program, and

588
c) should not have undergone a training program of i) 12 weeks or more duration in India during a period of 5 years preceding the date of commencement of this program, ii) 2 weeks or more duration abroad during a period of 2 years OR one month or more duration abroad during a period of 3 years OR six months or more duration abroad during a period of 5 years preceding the date of commencement of this program.

Application procedure:

Applications, along with fully filled application form included in the DoPT's notification (attached) for PPSL have to be routed via respective CCA so as to reach DoPT, New Delhi, by 18th August 2026. Applicants are also advised to send a copy of their application to XLRI via email (ppsl@xlri.ac.in) or online PPSL portal to expedite the process.

Shortlisting criteria:

Shortlisting is based on the profile and the statement of purpose (SoP). Final selection may involve interview/discussion with the shortlisted candidates.

Program fee:

The course fee for the program is Rs 2.5 lakhs + GST as per applicable rates and is inclusive of course material, access to XLRI's on campus and virtual library resources, faculty costs, participants' accommodation on campus etc. The nomination for the program and the payment of course fee shall be made by the CCA.

I would be grateful if you could kindly bring this opportunity to the attention of eligible officers in your state/cadre and encourage interested and suitable candidates to apply to PPSL.

The program brochure and a signed copy of the PPSL circular (by DoPT) are attached with this email for your reference.

Should you have any query related to any aspect of the PPSL program, I remain at your disposal.

Regards,

Kalyan Bhaskar

Associate Professor

Program Director, PPSL

XLRI Jamshedpur

Mobile: 8128370236

2 Attachment(s)

Signed Circular of 2nd PPSL.pdf

PPSL 2026_XLRI_Brochure.pdf

567.5 KB

3.5 MB

No. T-13017/4/2026-LTDP

Government of India

Ministry of Personnel, Public Grievances and Pensions

Department of Personnel and Training

(Training Division)

3rd Floor Block-IV, Old JNU Campus,
New Mehrauli Road, New Delhi-110067

Dated: 06th May, 2026

To

1. Secretaries (All Ministries/Departments in Government of India)
2. The Chief Secretaries to all State Governments
3. Administrators of Union Territories
4. All the Cadre Controlling Authorities
5. Directors General/Directors of Central & State Training Institutes

Sub: Long Term Domestic Training Programme "Public Policy and Sustainable Leadership" (PPSL) - by XLRI Xavier School of Management, Jamshedpur – 2026-27.

Sir/Madam,

It is hereby informed that One Year "Public Policy and Sustainable Leadership" (PPSL) is being conducted by **XLRI Xavier School of Management, Jamshedpur**, the **2nd PPSL Batch** is scheduled to commence from **18.09.2026**. PPSL is designed as a 1-year hybrid programme and shall be carried out at XLRI Campus.

Course pedagogy:

2. The PPSL has been conceptualized as an officer friendly, domestic training programme on Public Policy and Sustainable Leadership without any international component. This provides the advantage of minimal dislocation of officers from their workplaces and allows them to continue with their current assignment/posting during the duration of the course. **The program shall consist of six modules, each of 30 hours duration**, to be delivered via a hybrid model with two domestic residencies involving intensive classroom sessions, distance and e- learning modules, and multiple online preparatory and follow up sessions. Drawing upon the more than 25 years of experience of XLRI in delivering hybrid programs, the PPSL program will use the latest technological tools to bridge the distance without compromising on the program delivery.

3. The programme structure is as under:

- **The Duration of PPSL is one year.**
- Of the total 180 hours of classroom teaching, about 150 hours will be held online and the rest on campus (XLRI Jamshedpur and/or XLRI Jhajar NCR).
- Online Classes will be held on Sundays, with typical class hours from 10 AM to 1 PM. On some Sundays, there might be an extra session from 2 PM to 3:30 PM.
- All the online sessions will be synchronous, live and interactive.
- Every module will feature guest speakers from relevant subjects.
- There will be an exam at the end of each module. Participants who successfully complete all the six modules, all the exams at the end of each module, and a capstone project will be given a program completing certificate during the graduation ceremony to be held at the end of the program.
- Each participant will be required to work on a capstone project on Public Policy under the guidance of one of the faculty members involved in the program. The output of the project will preferably be in terms of policy insights (working paper) but can be in other forms based on the mutual consent of the faculty advisor.
- The Graduation ceremony will be held on the campus of XLRI Jamshedpur.

4. The programme is open to officers belonging to All India Services (Indian Administrative Service, Indian Police Service and Indian Forest Service), Central Civil Services (Group 'A'), faculty members of State Administrative Training Institutes (ATIs) and Central Training Institutes (CTIs) and also Officers of the State Civil Services (Group 'A') subject to the eligibility conditions as enclosed.

5. Details of the 'Terms and Conditions' of the programme, application form and other documents are enclosed with this letter. Further details with regard to this programme may be ascertained from Dr. Kalyan Bhaskar, Program Director, Public Policy and Sustainable Leadership (PPSL), XLRI Jamshedpur- 831004 via email on ppsl@xlr.ac.in and kalyanb@xlr.ac.in and websites of DoP&T, Training Division's website <https://trgdiv.dopt.gov.in/>

6. There will be an exam at the end of each module. Participants (nominated officers) who successfully complete a) all the six modules, b) all the exams at the end of each module and c) a capstone project, will be given a program completing certificate during the graduation ceremony to be held after the end of the program in XLRI Jamshedpur. Each participant (nominated officer) will be required to work on a capstone project on public policy under the guidance of one of the faculty members involved in the program. The output of the project will preferably be in terms of policy insights (working paper) but can be in other forms based on the mutual consent of the faculty advisor. The public policy

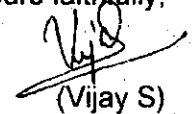
issue can be identified in consultation with the respective ministries and departments to which the participants are attached to.

7. Nominations of suitable officers in the prescribed pro-forma may please be sent to this Department through their Cadre Controlling Authorities so as to reach us on or before **August 18th, 2026**. Nominations received after this date will not be considered. The nominations would be scrutinized and officers shortlisted by the selection committee based on profile and statement of purpose, fulfilling the conditions of eligibility will be called for interview/discussion by XLRI. The discussion will be on a virtual platform and the date and time will be intimated to the officers by XLRI. In order to save time, the officers are permitted to send an 'Advance Copy' of their applications directly to this office and XLRI via email to ppsl@xlr.ac.in. The officers will also be called for discussion based on their advance applications. However, final selection will be subject to receipt of his/her formal application, duly recommended by the Cadre Controlling Authorities along with Vigilance Clearance and approval of Competent Authority in DoPT. Therefore, it is in the interest of the officers to get their applications routed through their Cadre Controlling Authorities as early as possible.

8. All Ministries/ Departments/ State Governments/ UTs/ CCAs etc. are advised to give wide publicity to the programme, upload this circular on their websites for the information of all concerned and encourage the officers to apply.

Encl: Terms and conditions

Yours faithfully,



(Vijay S)

Deputy Secretary (Training Division)
Telephone: 011-26706381

Copy to:

1. The Comptroller and Auditor General of India, New Delhi
2. Secretary, Union Public Service Commission, New Delhi
3. The Election Commission of India, New Delhi
4. Controller General of Accounts, New Delhi
5. Deputy Director General (Training), Department of Post, Dak Bhavan, New Delhi
6. Deputy Director General (Training), Department of Telecom, Sanchar Bhavan, New Delhi
7. Director (Training), Railway Board, Rail Bhavan, New Delhi
8. Director (Police), Ministry of Home Affairs for nomination of IPS Officers
9. Director General, CPWD Training Institute, Nirman Bhavan, New Delhi
10. Director, Bureau of Police Research and Development, CGO Complex, New Delhi
11. Establishment Officer, Department of Personnel & Training, North Block, New Delhi
12. Deptt. of Personnel & Training (CS Division), Lok Nayak Bhavan, New Delhi
13. Dr. Kalyan Bhaskar, Program Director, Public Policy and Sustainable Leadership (PPSL) Program, at XLRI Jamshedpur – 831001 with request to consider applications received on or before August 18th, 2026.
14. NIC, Training Division, for uploading the notification on DoP&T website (<https://dopt.gov.in/>) and Training Division's (<https://trgdiv.dopt.gov.in/>) webpage.

(Vijay S)

Deputy Secretary (Training Division)
Telephone: 011-25706381

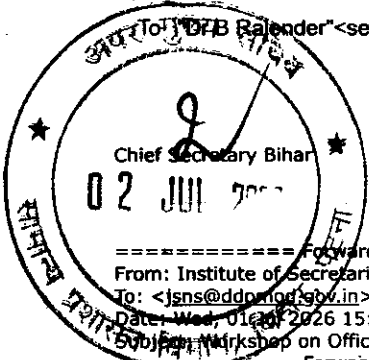
583

S.O-18

Chief Secretary Bihar <cs-bihar@nic.in>

Wed, 01 Jul 2026 3:30:39 PM +0530

E-MAIL

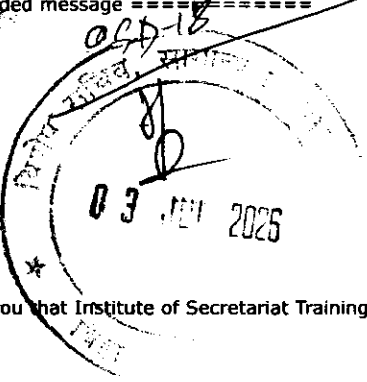


To: "D.B. Balender" <secy-par-bih@nic.in>

Chief Secretary Bihar

02 JUL 2026

==== Forwarded message =====
From: Institute of Secretariat Training and Management (ISTM) <istm@nic.in>
To: <jsns@ddp.mca.gov.in>
Date: Wed, 01 Jul 2026 15:09:22 +0530
Subject: Workshop on Office Procedure & Noting & Drafting by ISTM
==== Forwarded message =====



Sir/Madam,

We are pleased to inform you that Institute of Secretariat Training & Management (ISTM) will be conducting a Training Programme, highlights of which is as under:

Course Name : Workshop on Office Procedure & Noting & Drafting

Course Code : WOP&ND-09

Date : 31 Aug 2026 to 02 Sep 2026

Mode : Offline

For more details, click here for "[COURSE CIRCULAR](#)" and please visit our website at www.istm.gov.in.

Regards

Anit Shishir Kerketta

Deputy Director

Institute of Secretariat Training & Management

Department of Personnel and Training (DoP&T)

JNU Campus (OLD), Olof Palme Marg,

New Delhi - 110067

S.O-18
बिहार सरकार
अपर मुख्य सचिव की यांग
सामान्य प्रशासन विभाग
ई-मेल संख्या-1911/8
दिनांक-2.7.26
3/7/26
श्री विद्याल
विनीता
3.7.2026

3495/अप-18
6.7.26

E-Mail

E-5849461(582)

Introduction to PPSL_XLRI Jamshedpur

cs-bihar <cs-bihar@nic.in>

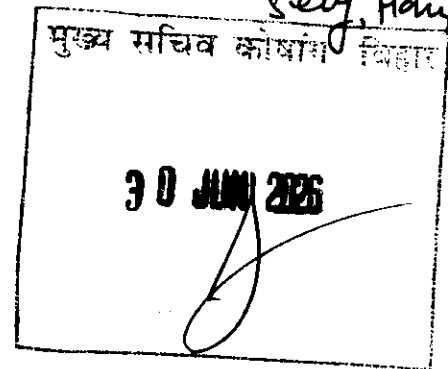
<ppsl@xlri.ac.in>

Mon, 29 Jun 2026 6:02:36 PM +0530

To "cs-bihar"<cs-bihar@nic.in>

Cc "Kalyan Bhaskar"<kalyanb@xlri.ac.in>

Tags Not in Contacts



55(18)

Dear Sir,

3479/2118-18

3.7.26

Greetings from XLRI Jamshedpur!

I write this email as the Program Director of a new program from XLRI, Public Policy and Sustainable Leadership (PPSL). PPSL was launched last year, in collaboration with the DoPT (Government of India), as a hybrid one-year long-term domestic training program (LTDP) for working government officers. The admissions for the second batch are currently ongoing and this email is meant to apprise you of the salient features of the PPSL program.

1) **Work-life balance:** The PPSL program is designed to minimize disruption to officers' professional and personal commitments, while delivering substantial classroom and applied learning value.

The 180 hours PPSL program is delivered through hybrid format, consisting of two short on-campus residencies (2 days in September 2026 and 3 days in January 2027) combined with weekly online sessions on Sundays (typically from 10 AM to 1 PM). All sessions are live and interactive with class recordings available for review throughout the program duration.

2) **Modular, rigorous curriculum:** The 180 hours PPSL program is divided into the following six modules of 30 hours duration each: a) Fundamentals of Public Policy, b) Public Finance and Management, c) Public Policy Instruments, d) Data Analysis for Public Policy, e) Public Policy and Business Strategy, and f) Sustainable Leadership. Each module comprises 5 to 6 topics taught by multiple faculty members.

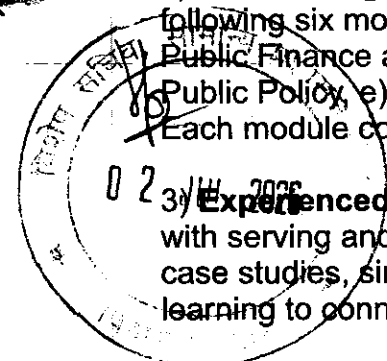
3) **Experienced faculty and innovative pedagogy:** XLRI faculty members together with serving and/or retired practitioners use a combination of lectures, discussions, case studies, simulations, workshops, movies and documentaries, and experiential learning to connect theory with practice.

4) **Capstone project:** All participants are required to complete a guided capstone tied to their work or area of interest that can be developed into policy briefs, case studies (that are eligible for registration in XLRI case centre), research articles, or media articles. This allows for the prospects of converting program learning into actionable outcomes, beneficial for the participants and organizations specifically and society at large.

5) **Eclectic peer group:** Government officers learn alongside working professionals from central and state government PSUs, development organizations, and private sector, enhancing appreciation of the multi-dimensional nature of public policy.

मुख्य सचिव कोषागार
3479
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56) The inaugural cohort has a healthy mix of senior government officers (IAS, IPS, IFoS; including one Secretary rank officer) and non-government professionals (state civil services, administrative training institute, public policy think-tanks, national and global development organizations).

6) Alumni benefits: Participants who successfully complete all requirements of the PPSL program are eligible for becoming XLRI executive alumni (on payment of the applicable alumni fee), and thereby providing access to executive alumni benefits and lifelong engagement with the alumni network of the oldest management institute of India. Graduation ceremony will be held on the campus of XLRI Jamshedpur.

Other key details of the 2nd PPSL Batch

Application deadline: 18th August 2026

Program commencement: 18th September 2026

1st Campus Residency: 18th and 19th September 2026 (Friday and Saturday)

Eligibility: The program is open to all officers belonging to All India Services, Central Civil Services (Group 'A'), faculty members of State Administrative Training Institutes (ATIs) and Central Training Institutes (CTIs) and also officers of the State Civil Services (Group 'A') who meet the following criteria:

a) should have completed 5 years of Group 'A' service as on commencement of the program, and

b) should have at least 5 years remaining service after completion of the program, and

c) should not have undergone a training program of i) 12 weeks or more duration in India during a period of 5 years preceding the date of commencement of this program, ii) 2 weeks or more duration abroad during a period of 2 years OR one month or more duration abroad during a period of 3 years OR six months or more duration abroad during a period of 5 years preceding the date of commencement of this program.

Application procedure:

Applications, along with fully filled application form included in the DoPT's notification (attached) for PPSL have to be routed via respective CCA so as to reach DoPT, New Delhi, by 18th August 2026. Applicants are also advised to send a copy of their application to XLRI via email (ppsl@xlri.ac.in) or online PPSL portal to expedite the process.

Shortlisting criteria:

Shortlisting is based on the profile and the statement of purpose (SoP). Final selection may involve interview/discussion with the shortlisted candidates.

Program fee:

The course fee for the program is Rs 2.5 lakhs + GST as per applicable rates and is inclusive of course material, access to XLRI's on campus and virtual library resources, faculty costs, participants' accommodation on campus etc. The nomination for the program and the payment of course fee shall be made by the CCA.

I would be grateful if you could kindly bring this opportunity to the attention of eligible officers in your state/cadre and encourage interested and suitable candidates to apply to PPSL.

The program brochure and a signed copy of the PPSL circular (by DoPT) are attached with this email for your reference.

Should you have any query related to any aspect of the PPSL program, I remain at your disposal.

Regards,

Kalyan Bhaskar
Associate Professor
Program Director, PPSL
XLRI Jamshedpur
Mobile: 8128370236

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2 Attachment(s)

Signed Circular of 2nd PPSL.pdf
557.5 KB

PPSL 2026_XLRI_Brochure.pdf
3.5 MB

No. T-13017/4/2026-LTDP
Government of India
Ministry of Personnel, Public Grievances and Pensions
Department of Personnel and Training
(Training Division)

3rd Floor Block-IV, Old JNU Campus,
New Mehrauli Road, New Delhi-110067,

Dated: 06th May, 2026

To

1. Secretaries (All Ministries/Departments in Government of India)
2. The Chief Secretaries to all State Governments
3. Administrators of Union Territories
4. All the Cadre Controlling Authorities
5. Directors General/Directors of Central & State Training Institutes

Sub: Long Term Domestic Training Programme "Public Policy and Sustainable Leadership" (PPSL) - by XLRI Xavier School of Management, Jamshedpur – 2026-27.

Sir/Madam,

It is hereby informed that One Year "Public Policy and Sustainable Leadership" (PPSL) is being conducted by **XLRI Xavier School of Management, Jamshedpur**, the **2nd PPSL Batch** is scheduled to commence from **18.09.2026**. PPSL is designed as a 1-year hybrid programme and shall be carried out at XLRI Campus.

Course pedagogy:

2. The PPSL has been conceptualized as an officer friendly, domestic training programme on Public Policy and Sustainable Leadership without any international component. This provides the advantage of minimal dislocation of officers from their workplaces and allows them to continue with their current assignment/posting during the duration of the course. **The program shall consist of six modules, each of 30 hours duration**, to be delivered via a hybrid model with two domestic residencies involving intensive classroom sessions, distance and e- learning modules, and multiple online preparatory and follow up sessions. Drawing upon the more than 25 years of experience of XLRI in delivering hybrid programs, the PPSL program will use the latest technological tools to bridge the distance without compromising on the program delivery.

3. The programme structure is as under:

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- **The Duration of PPSL is one year.**
 - Of the total 180 hours of classroom teaching, about 150 hours **will be held online** and the rest on campus (XLRI Jamshedpur and/or XLRI Jhajjar NCR).
 - Online Classes will be held on Sundays, with typical class hours from 10 AM to 1 PM. On some Sundays, there might be an extra session from 2 PM to 3:30 PM.
 - All the online sessions will be synchronous, live and interactive.
 - Every module will feature guest speakers from relevant subjects.
 - There will be an exam at the end of each module. Participants who successfully complete all the six modules, all the exams at the end of each module, and a capstone project will be given a program completing certificate during the graduation ceremony to be held at the end of the program.
 - Each participant will be required to work on a capstone project on Public Policy under the guidance of one of the faculty members involved in the program. The output of the project will preferably be in terms of policy insights (working paper) but can be in other forms based on the mutual consent of the faculty advisor.
 - ~~The Graduation ceremony will be held on the campus of XLRI Jamshedpur.~~

4. The programme is open to officers belonging to All India Services (Indian Administrative Service, Indian Police Service and Indian Forest Service), Central Civil Services (Group 'A'), faculty members of State Administrative Training Institutes (ATIs) and Central Training Institutes (CTIs) and also Officers of the State Civil Services (Group 'A') subject to the eligibility conditions as enclosed.

5. Details of the '**Terms and Conditions**' of the programme, application form and other documents are enclosed with this letter. Further details with regard to this programme may be ascertained from Dr. Kalyan Bhaskar, Program Director, Public Policy and Sustainable Leadership (PPSL), XLRI Jamshedpur- 831001 via email on ppsl@xlri.ac.in and kalyanb@xlri.ac.in. and websites of DoP&T, Training Division's website <https://trgdiv.dopt.gov.in/>

6. There will be an exam at the end of each module. Participants (nominated officers) who successfully complete a) all the six modules, b) all the exams at the end of each module, and c) a capstone project, will be given a program completing certificate during the graduation ceremony to be held after the end of the program in XLRI Jamshedpur. Each participant (nominated officer) will be required to work on a capstone project on public policy under the guidance of one of the faculty members involved in the program. The output of the project will preferably be in terms of policy insights (working paper) but can be in other forms based on the mutual consent of the faculty advisor. The public policy

ELIGIBILITY & APPLICATION PROCESS

This program is open for both government-sponsored candidates and self-sponsored candidates.

The program is recognized and supported by the DoPT (Department of Personnel & Training), Government of India for eligible applicants under the 'government sponsored candidates' category. This category includes Group 'A' officers belonging to the following services:

All India Services: IAS, IPS, and IFoS.

Central Civil Services: Group 'A'.

State Civil Services: Group 'A'.

Faculty Members: Of State Administrative Training Institutes (ATIs) and Central Training Institutes (CTIs).

The program is also open to others under the 'self-sponsored candidates' category. This category includes working professionals from government, private, PSU, development, NGO and other sectors.

For government-sponsored candidates:

- Minimum 5 years of Group 'A' service as of September 18, 2026.
- At least 5 years of service must be remaining after program completion. No domestic training of 12+ weeks in the last 5 years; specific limits on prior foreign training.
- CSS officers must have completed 2 years of central deputation

For self-sponsored candidates:

Minimum 5 years of full time work experience as of September 18, 2026.

FOR GOVERNMENT-SPONSORED CANDIDATES

Applications, along with fully filled application form included in the DoPT's notification for PPSI, have to be routed via respective CCA so as to reach DoPT, New Delhi, by 18th August 2026.

Applicants may also send a copy of their application to XLRI to expedite the process.

FOR SELF-SPONSORED CANDIDATES

Online applications must be filled in and submitted by 18th August 2026. Postal and in-person applications are not accepted.

Apply now :
xlri.link/ppsi

SELECTION PROCESS:

Shortlisting is based on profile and Statement of Purpose (SoP)

Selection is based on interview/discussion with shortlisted candidates

Course Fees & Funding:

Program Fee: INR 2.50 Lakh + applicable GST (currently 18%).

For government sponsored candidates: Fee is paid by the respected Cadre Controlling Authority (e.g., DoPT for IAS, MHA for IPS etc.)

For self sponsored candidates: Fee is to be paid in two installments by the candidate or the organization in which the candidate is currently working.

First Instalment : INR 1,50,000 +18% GST before August 30, 2026

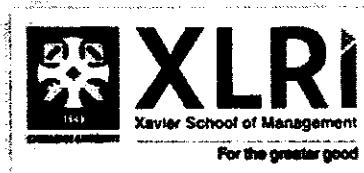
Second instalment : INR 1,00,000 +18% GST before January 30, 2027

Fee includes furnished residential accommodation and boarding during two campus residencies, course materials, and library access.

Experiences from Batch 1



Applications open: xlri.link/ppsl



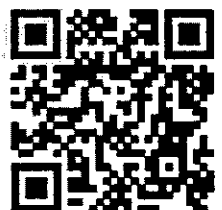
Contact Information:

Dr. Kalyan Bhaskar, Program Director, PPSL

Email: ppsl@xlri.ac.in

Phone: 0657-665-3281/3333/3106

Address: XLRI, C.H. Area (East), Jamshedpur - 831001



Scan to Apply