



CAPACITY BUILDING
COMMISSION

CONCEPT NOTE

BHARAT TALENT POOL

Table of Contents

I. The Civil Services Reform Imperative	2
II. Foundations under Mission Karmayogi so far	2
III. Bharat Talent Pool	3
IV. How Bharat Talent Pool works	4
V. Guiding Principles	6

I. The Civil Services Reform Imperative

Viksit Bharat 2047 requires government to deliver with greater speed, accountability and citizen-centricity. This depends substantially on the competencies of public officials who design policies, manage public resources and deliver services to citizens.

Governance is also becoming more complex. Areas such as artificial intelligence, digital governance, climate resilience and complex program delivery are creating new roles and competency requirements and the competencies required for existing roles are constantly evolving.

A future-ready civil service therefore requires a shift from standard recruitment, periodic training and personnel administration (current Rule-based approach) towards a continuous, **competency-based approach to human resource development (Role-based approach)**. Central & State governments must identify competencies required for current and emerging priorities, assess those already available across its workforce, identify gaps, and create targeted development pathways.

Greater visibility of competencies can enable a shift from broad-based training towards **targeted and career-long development**. Training Institutions can identify relevant cohorts and support officials in building competencies required for leadership, specialist and other future roles. This can strengthen further workforce planning and provide Competent Authorities with richer information to support strategic human resource management.

II. Foundations under Mission Karmayogi so far

Mission Karmayogi has created the foundations for a **role-focused and competency-based capacity-building ecosystem**. It seeks to translate governance priorities into role-wise competency requirements and connect them with appropriate capacity building interventions.

Capacity-building needs are now being captured more systematically through **Capacity Building Plans (CBPs)** across Ministries, Departments and organizations. CBPs provide the demand signal by dynamically identifying role-wise competency requirements.

This demand is increasingly informing the supply of capacity building. [iGOT Karmayogi](#) enables digital learning at scale, while Training Institutions provide contextual, experiential and blended learning. Unified New-Age National Training Initiative, i.e [UNNATI](#) is being developed to strengthen and integrate the Training Institution ecosystem, improve visibility of their courses,

faculty and infrastructure, and enable them to respond more systematically and collaboratively to competency demand.

Further, consistent with the original policy architecture envisaged under Mission Karmayogi, which prescribes the **convergence of iGOT and the Training Institution ecosystem with eHRMS / State HR systems**, foundations are being laid to connect learning and competency records from iGOT with eHRMS. This architecture envisaged digital learning through iGOT, its integration with eHRMS, and the harmonisation of Training Institutions with the wider capacity-building ecosystem. This direction was further reiterated in the **Karmayogi Guidelines, 2023**.

This convergence will create the basis for bringing professional, learning and competency information closer together.



However, these foundations do not yet provide an integrated view of **what competencies exist across the Central & State government workforce and where critical gaps remain**. The remaining requirement is therefore to bring these together to create system-wide visibility of available competencies, emerging gaps and development needs across government.

III. Bharat Talent Pool

The next step is to connect the foundations created under Mission Karmayogi so far, to build a more complete view of talent across government. **Bharat Talent Pool is envisaged as the tool** to provide this complete view through the unification of a digital trinity, namely iGOT, UNNATI and eHRMS / State HR systems.

It will bring together relevant information available across authorised government systems to create a consolidated professional and competency view of the individual. This may include an official's service and professional profile from eHRMS / State HR systems, learning and competency records from iGOT and Training Institutions through UNNATI, and other authorised professional or performance-related information, such as from SPARROW, Probity, Supremo et al. The consolidated architecture, through Bharat Talent Pool, will make these data sources available together, while allowing the concerned authority to determine which information is relevant and appropriate for a particular purpose.

At an aggregate level, these profiles will provide government with greater visibility of the competencies available across its workforce. They will help answer important questions:

- What competencies exist today?
- Where are the critical gaps and which competencies are concentrated or scarce?
- What new competencies will be required for emerging governance priorities?

Bharat Talent Pool will therefore enable a shift from fragmented personnel and learning records towards **system-wide competency visibility and a talent pool-based approach to capacity building**. Ministries, Departments and Training Institutions will be able to identify relevant cohorts based on existing competencies and identified gaps. They can then target specific groups of officials for capacity building in **domain, functional and behavioural competencies**. This will make capacity building more targeted, rather than relying mainly on broad-based or designation-based nominations.

For instance, where a new national mission or programme requires specific competencies, Bharat Talent Pool can help identify officials who already possess relevant foundational competencies and can be further developed for specialised roles, as well as officials in key roles whose competency gaps need to be addressed for effective implementation of the mission / programme.

- The primary objective is to identify existing and emerging talent pools, anticipate competency gaps, and systematically develop relevant cohorts of officials against evolving governance priorities.
- Additionally, this richer professional and competency information can serve as a decision-support input for Competent Authorities within existing personnel management processes. All such decisions will continue to be taken by the concerned committee / Competent Authority, in accordance with applicable rules, processes and human judgement, enabled through Bharat Talent Pool.

IV. How Bharat Talent Pool works

Bharat Talent Pool will bring together relevant information on an official from three existing government systems. This includes the following:

1. **Service and professional profile** maintained on eHRMS / State HR systems;
2. **Competency and learning records** from iGOT + Training Institutions through UNNATI; and
3. Authorised professional and performance signals from other appropriate databases.

Together, these inputs will form an **integrated professional and competency profile** of the individual (Figure 1).

The availability of information within the integrated architecture will not require every parameter to be used for every purpose. The concerned Competent Authority / authorised user will determine the criteria relevant to the decision or analysis being undertaken. A parameter may be excluded where it is unavailable, incomplete, insufficiently reliable, or not considered appropriate for that purpose. For instance, where an authority does not consider an APAR-related parameter suitable for a particular analysis, it need not be included in the decision-support view.

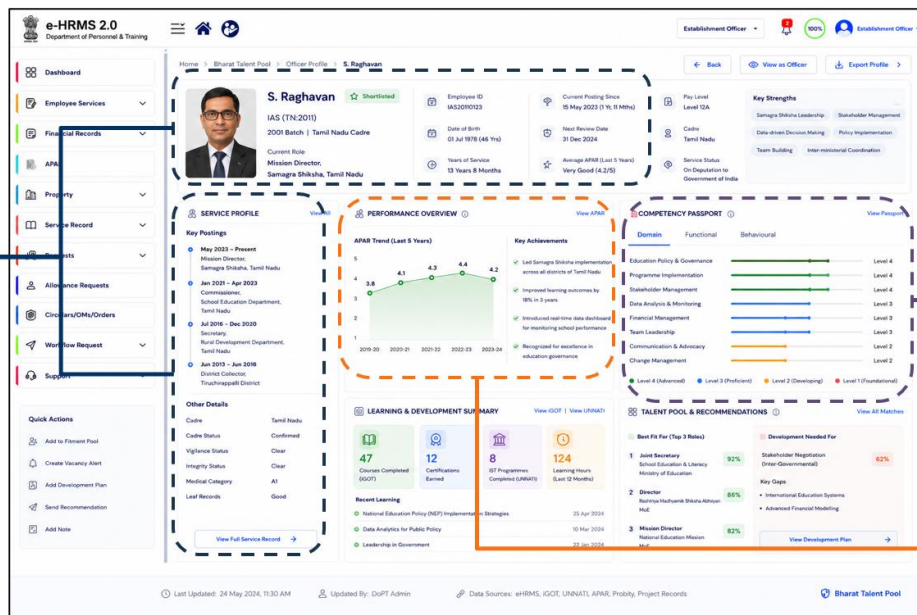


Figure 1: Render of an official's individual profile generated through Bharat Talent Pool as visible on eHRMS

These individual profiles can then be viewed at an aggregate level to understand the competencies available across a Ministry, Department, cadre, function or the wider government workforce. This will allow government to compare the **competencies available** with the **competencies required** for any role as informed by CBPs.

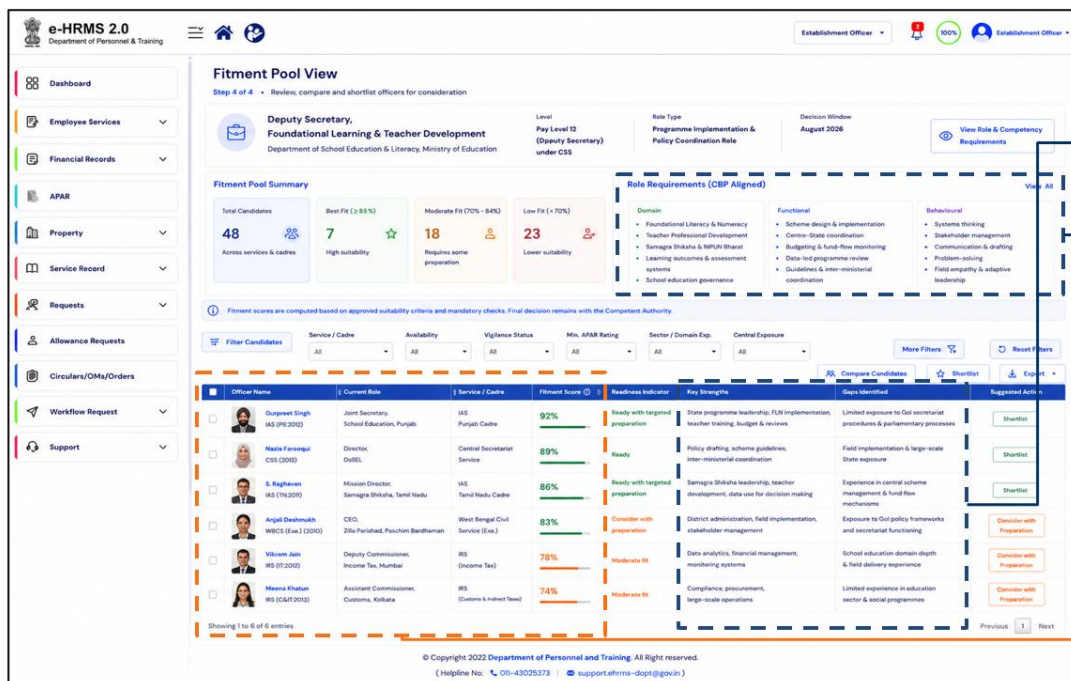


Figure 2: Render of the system-wide pool generated through Bharat Talent Pool as visible on eHRMS

Operationalizing Bharat Talent Pool requires eHRMS / State HR systems, iGOT and UNNATI to function as an interoperable digital architecture. This will require:

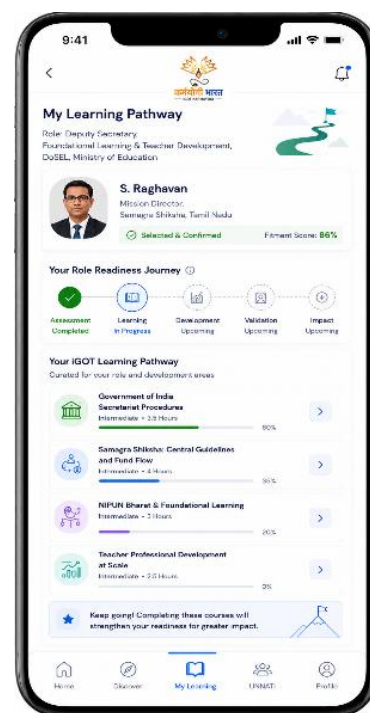
- **Common metadata standards:** Standard definitions and formats for key data fields such as roles, competencies, learning records and professional profiles across the three systems.
- **Aligned data schemas:** Mapping relevant data fields across platforms so that information can be consistently understood and exchanged.
- **API-based interoperability:** Secure Application Programming Interfaces (APIs) to enable the three systems to exchange relevant information while retaining the respective platforms as the verified source of record.

Once the above interoperable digital architecture is in place, it will enable system-wide competency visibility through the Bharat Talent Pool (Figure 2).

This will inform targeted capacity-building interventions. Central and State governments and the Training Institutions under them will identify relevant cohorts of officials for structured learning, institutional training, experiential exposure or other development opportunities as informed by the macro-level competency visibility amongst civil servants. It will also feed into a personalized learning pathway for every civil servant, enabling their career-long development.

Further, as officials acquire and demonstrate new competencies, these will progressively update their competency profiles on iGOT and then feeding into eHRMS / State HR systems.

In a subsequent phase, Bharat Talent Pool can provide Competent Authorities with additional decision-support for deployment and other personnel-related matters. The system will surface relevant information based on criteria selected by the authorised authority. The final decision will remain with the Competent Authority / prescribed committee and will not be automated by Bharat Talent Pool.



V. Guiding Principles

Bharat Talent Pool will operate on the following principles:

- **Purpose limitation:** Competency information will primarily support competency visibility, targeted development and workforce planning.
- **Verified source systems:** Data will continue to reside in and be drawn from authorised source systems, avoiding unnecessary duplication.
- **Role-based access:** Access to individual-level information will be restricted on the basis of clearly defined institutional roles and authorised purposes.

- **Data privacy and security:** Appropriate safeguards will govern the collection, sharing, storage and use of professional and competency information.
- **Transparency and auditability:** Data sources, competency definitions and system-generated outputs will remain traceable and open to review.
- **Human oversight:** Bharat Talent Pool will function only as a decision-support tool. Final decisions will remain with the concerned committee / Competent Authority through prescribed processes.
- **Fit-for-purpose use of data:** Competent Authorities will determine which available parameters are relevant for a particular purpose and may exclude those that are unavailable, unreliable or not appropriate for use.
- **Progressive adoption:** Use of Bharat Talent Pool for supporting personnel management processes will follow validation of data quality, interoperability and outcomes from the pilot.

Disclaimer: All images used in document are rendered images and are for illustrative purposes only

*****End of Document*****