
Karmayogi Mentorship Guideline for Civil Servants under Mission Karmayogi

1. Background and Rationale

The Government of India, under Mission Karmayogi, is implementing comprehensive civil services reforms aimed at developing a competent, ethical, citizen-centric, and future-ready administrative system. While structured training programmes, competency mapping, and continuous digital learning through the iGOT Karmayogi platform have significantly strengthened formal capacity building, it is recognised that a substantial part of administrative capability is shaped through experiential learning, reflection, and guidance during actual service.

Public administration increasingly requires officers to exercise sound judgement under conditions of ambiguity, public scrutiny, ethical dilemmas, and competing priorities. Such capabilities cannot be fully developed through classroom or online learning alone. They require sustained interaction with experienced officers who have navigated similar challenges and internalised public service values over time.

Historically, mentorship in the Indian civil services existed through informal senior–junior relationships, rooted in trust and the transfer of institutional wisdom. However, changes in administrative scale, mobility, and work intensity have weakened this organic support system. A structured, institutionalised, and technology-enabled mentorship mechanism is therefore necessary to provide continuity of guidance, reinforce ethical conduct, reduce early-career stress and isolation, and systematically transmit tacit knowledge and administrative values.

The philosophy of mentorship under these Guidelines draws from India’s civilisational Guru-Shishya Parampara, wherein the mentor functions as a friend, philosopher, and guide. Mentorship is conceived as non-hierarchical in spirit, confidential, and focused on the holistic professional and ethical development of officers.

2. Applicability, Coverage, and Duration

These Guidelines shall apply to all newly inducted officers of Group A, B and C. Every such officer shall be covered under the mentorship scheme for a period of three (3) years of regular posting, commencing immediately after completion of probation training. This duration is intended to cover the most critical formative phase of service, enable sustained mentor–mentee relationships, and allow mentors to guide officers through varied professional situations over time.

It is also acknowledged that mentorship is a lifelong process and should not be restricted to the period mentioned above. Accordingly, while the formal mentorship tenure under these Guidelines shall be three (3) years, the Guidelines do not mandate discontinuation thereafter and encourage officers to continue the relationship through formal or informal means, as mutually agreed.

Mentorship under this scheme shall be purely developmental in nature and shall not be linked, directly or indirectly, to Annual Performance Appraisal Reports (APARs), vigilance matters, disciplinary proceedings, or decisions relating to postings and transfers.

3. Institutional Framework and Responsibilities

3.1 Capacity Building Commission (CBC)

The Capacity Building Commission shall issue the Guideline and act as the custodian of these Guidelines and shall be responsible for overall policy oversight, ensuring alignment with Mission Karmayogi, and periodically reviewing implementation based on consolidated feedback and analytics.

3.2 Karmayogi Bharat (KB)

Karmayogi Bharat shall act as the technology and implementation enabler. It shall develop, host, and maintain a dedicated Mentorship Module on the iGOT Karmayogi platform, which shall function as the end-to-end digital backbone of the mentorship programme. KB shall embed eligibility rules, workflows, dashboards, analytics, and feedback mechanisms, and shall host digital learning content for mentors and mentees, ensuring secure, role-based access and adherence to data governance norms.

3.3 Training Institutions (TIs)

The respective Cadre Training Institutions shall deliver training and undertake capacity building of mentors and mentees and shall ensure that officers are adequately sensitised to the mentoring process, expectations, and professional boundaries.

4. Digital Enablement through iGOT Karmayogi

A dedicated Mentorship Module shall be enabled on the iGOT Karmayogi platform to manage the entire mentorship lifecycle. As all officers are mandatorily onboarded on iGOT, the platform shall serve as the single national interface for mentor application and enrolment, mentee enrolment, mentor-mentee matching, scheduling of interactions including reverse mentoring, feedback collection, and programme management.

The platform shall ensure ease of participation, transparency, avoidance of conflicts of interest, confidentiality of mentoring interactions, and availability of aggregated, anonymised analytics for institutional review.

5. Mentor Application and Enrolment

Interested officers meeting the prescribed eligibility criteria may express their willingness to serve as mentors by clicking on the “*Apply to Become a Karmayogi Mentor*” option within the Mentorship Module on iGOT. This functionality shall be enabled on the platform to facilitate a transparent and structured mentor onboarding process.

Upon clicking the above option, officers shall be redirected to the digital Mentor Willingness Form (MWF). By duly completing and submitting the MWF, officers may formally apply for consideration as Karmayogi Mentors. The platform shall incorporate rule-based eligibility validations, including minimum years of service and cadre requirements, thereby ensuring objective first-level screening.

Eligibility criteria for mentors are as follows:

- Officers with good credential/track records are encouraged to apply to become a mentor. The officer concerned should have five outstanding gradings in APAR in the last 5 years.
- Officers with minimum three (3) years in regular service shall be eligible to apply to become a mentor.
- Retired and willing officers are also eligible to become Karmayogi mentors.

5.1 Screening Principles and Enrolment Criteria

While undertaking screening and enrolment of mentors by system, the following principles shall guide the process:

- Geographical balance shall be maintained to the extent feasible to ensure contextual relevance and accessibility.
- Efforts shall be made to ensure that at least twenty-five percent (25%) of enrolled mentors are women officers, subject to availability and eligibility, in order to promote diversity and inclusivity within the mentorship ecosystem.
- Officers responsible for posting-related matters or those directly supervising potential mentee should not be assigned the role of mentor.
- To the extent possible, eHRMS shall be leveraged for obtaining details for assessing the various parameters.

6. Mentee Application and Eligibility for Matching

It is assumed that all inservice officers are onboarded on the iGOT Karmayogi platform. All officer trainees/ Probationers during the last phase of training shall be required to enroll for mentorship through the “**Enrollment for Mentorship**” option provided within the Mentorship Module on iGOT. The mentee enrollment form for mentorship to include the focus areas (professional/ career/behavioral support). This functionality shall be enabled on the platform to ensure structured and timely enrolment of mentees into the mentorship programme.

The prescribed one-day Mentee Orientation Module shall be delivered during probation training by the concerned Training Institute (as specified in Section 8.2). Completion of the mentee orientation shall also be digitally captured on the iGOT platform for record and tracking purposes. On successful completion of the orientation, the system shall generate a certificate of completion of mentee orientation.

Only upon generation of the mentee orientation completion certificate, the mentee shall become eligible to be matched with a potential mentor through the iGOT-enabled mentor–mentee matching process as laid down in Section 9 of these Guidelines.

7. Mentor-Mentee Ratio

The mentor-mentee ratio shall not exceed 1:4 to ensure meaningful engagement and quality interaction. While onboarding mentors, a buffer of up to ten percent (10%) may be maintained to address contingencies such as transfer, superannuation, or withdrawal.

Upon finalisation, the list of enrolled mentors shall be notified through iGOT and registered email ID .

8. Training and Capacity Building of Mentor and Mentee

Effective mentorship requires structured preparation of both mentors and mentees to ensure role clarity, alignment with competency-based objectives, and adherence to ethical standards. Accordingly, TIs, in coordination with KB, shall institute the capacity-building interventions described below:

8.1 Mentor Training

TIs should deliver a structured one day, in-person Mentor Training Programme designed by CBC for all enrolled mentors. The iGOT mentorship module shall notify the respective TI to conduct the mentor training in suitable batch strength. The guidelines provide flexibility based on annual cadre induction strengths and associated mentor allocations to apply for mentor training in other TIs. **The programme shall focus on, but not be limited to, the following:**

- Role clarity and expectations under the Karmayogi Mentorship Programme;
- Ethical boundaries and confidentiality norms;
- Non-delegation of mentorship responsibility;
- Active listening and reflective dialogue;
- Supporting mentees in navigating professional stress, complex administrative environments, and ethical dilemmas;
- Use of curated case studies from Indian public administration, including cases hosted on Amrit Gyan Kosh (AGK); and
- Sensitisation to reverse mentoring and inter-generational learning.

In addition to the in-person programme, KB shall develop corresponding digital mentor training modules to be hosted on iGOT as structured refresher material. Completion of the prescribed mentor training shall be mandatory. Upon completion, certificate shall be issued and reflected on the mentor's iGOT profile.

8.2 Mentee Orientation

TIs should deliver a structured one day Mentee Orientation Module designed by CBC and deliver it preferably during the final phase of probation training. **The orientation shall:**

- Familiarise mentees with the objectives, scope, and structure of the scheme;
- Clarify roles, responsibilities, and boundaries;
- Encourage proactive engagement and goal-setting; and
- Sensitise mentees to confidentiality norms, professional decorum, and ethical conduct within mentoring engagements.

KB shall also prepare a digital orientation module for mentees to be hosted on iGOT as reference material. These preparatory interventions shall be mandatory.

9. Mentor-Mentee Matching, Engagement, and Reverse Mentoring

9.1 Mentor- Mentee Matching Process

Mentor–mentee matching shall be technology-enabled and workflow-driven. Once a mentor applies on iGOT, the system shall check eligibility criteria and approve. After successful completion and certification of mentor training by TI, the enrolled mentors shall be available for mapping with mentees.

The platform shall facilitate mentor-mentee mapping through the following modes:

- **System-based (Auto) matching:** The system shall match mentors and mentees based on prescribed parameters such as cadre, geographical alignment, domain and functional competencies, and other notified parameters. Up to five (5) mentors shall be suggested per mentee with match percentage, and the highest match percentage shall be allocated automatically.
- **Guided self-selection (Manual matching):** Mentees may accept the system-generated match or select a mentor of preference from the remaining suggested mentors. Where manual matching is opted, justification shall be recorded by the mentee.

To ensure appropriate seniority distance and developmental relevance, the mentor and mentee shall have a minimum difference of three (3) years in regular service. The iGOT Mentorship Module shall enforce this condition as part of the system rules for matching and shall prevent allocation where the minimum service-gap criterion is not met.

The system shall enforce the notified mentor-mentee ratio and shall prevent further allotment once the maximum permissible number of mentees is reached. The suggested mentor listing on the platform shall display key professional details and notable assignments/achievements to enable informed manual selection. Upon confirmation of pairing, automated notifications shall be issued to both parties through iGOT and official channels.

9.2 Digital Engagement and Monitoring

The platform shall provide calendar-based scheduling to enable meeting requests, confirmations, and structured interaction planning. For record purposes, the system shall capture– the number, frequency, and mode of interactions (virtual or in-person), without capturing substantive content of discussions, thereby safeguarding confidentiality.

Individual dashboards shall be available to mentors and mentees to manage engagement. DoPT, TIs and CBC shall have access to aggregated and anonymised programme-level data for oversight, quality assurance, and policy-level review.

9.3 Reverse Mentoring

Reverse mentoring between the allocated mentor and mentee shall form an integral component of the scheme. Young officers may opt to serve as reverse mentors, and senior mentors may opt to

participate as reverse mentees, particularly in emerging domains such as digital governance tools, data analytics and evidence-based decision-making, GIS, AI and Blockchain applications, and contemporary work practices and technology-enabled governance.

The above mentioned items are indicative and shall not be construed as exhaustive or restrictive and can include behavioral/functional aspects also. Reverse mentoring may be undertaken in any emerging or relevant field aligned with governance needs and institutional priorities.

10. Mentorship Engagement Norms

Mentorship under these Guidelines shall be developmental, structured, and aligned with the Karmayogi Competency Model (KCM). The engagement shall be grounded in trust, confidentiality, and professional integrity.

Mentors shall establish rapport with mentees at the outset and remain approachable. There shall be a minimum of three interactions in a six-month period through in-person or virtual modes, as mutually agreed.

10.1 Karmayogi Mentorship Pathways Matrix (Reference to Annexure-I)

To guide mentors in understanding the mentee's current state of capability and awareness, and to calibrate mentoring strategy accordingly, a Karmayogi Mentorship Pathways Matrix for Mentors has been developed. The said matrix is intended to serve as a structured developmental guide for mentoring engagements and is not an evaluative or grading tool. The matrix is attached as Annexure-I to these Guidelines for reference and use by mentors.

Mentors are expected to handhold mentees in their initial professional challenges and stress with a focus on behavioural and functional competencies under the KCM, including but not limited to:

- Personal effectiveness
- Service orientation
- Citizen centricity
- Self awareness
- Collaboration
- Operational excellence
- Policy architecture
- Project management
- Public procurement
- Monitoring and evaluation

Mentors should listen actively to professional challenges, share experiences and ethical guidance, and encourage confidence, integrity, and independent thinking. The mentoring approach may take cues from the Michelangelo Phenomenon, wherein a mentor supports a mentee in “sculpting” their ideal professional self by recognising and nurturing latent strengths and values.

Mentors may provide written developmental feedback on limited occasions during the year. However, mentors shall not intervene in postings, transfers, confidential reports, or official

decision-making processes on behalf of mentees. The role shall remain developmental and non-evaluative. Mentors shall also remain open to reverse learning from mentees, particularly in areas relating to technology, innovation, and emerging governance practices including behavioral/functional aspects as outlined in section 9.3.

11. Individual Development Plan (IDP)

Each mentee shall prepare an Individual Development Plan (IDP) in consultation with the assigned mentor. The IDP shall identify a minimum of three (3) specific, measurable, attainable, relevant, and time-bound (SMART) developmental goals aligning professional growth objectives with long-term career progression; and be framed keeping in view the standard mentorship tenure of three (3) years.

Mentees shall actively pursue IDP goals alongside regular official responsibilities. Mentors shall periodically review progress during mentee engagements and provide guidance to ensure clarity and direction.

At the conclusion of the three-year mentoring tenure, a brief joint report (not exceeding ten pages and one MB in digital format), summarising progress against the IDP, may be submitted by the mentee to the Head of Institution of the concerned TI, duly endorsed by the mentor. This report shall serve as a developmental reflection and shall not be treated as a performance appraisal instrument.

12. Mentor Motivation and Incentives

To recognise and sustain mentor engagement, mentors shall be provided a digital Karmayogi Mentor Badge on their iGOT profile and shall be awarded hundred (100) Karmayogi Points on the iGOT platform for every successful completion of mentorship cycle of three years. The competent authority may also give preference for any capacity building workshop/training (National/International).

For mentors who are retired, a digitally generated appreciation certificate will be given for every successful completion of the mentorship cycle of three years.

13. Feedback and Re-assignment of Mentor/Mentee

13.1 Bi-Annual Mentee Feedback (BMF)

A Bi- Annual Mentee Feedback (BMF) form shall be created by KB on the iGOT Mentorship module. This form shall be filled every six months by mentees to record mentorship experience

and suggestions. The feedback shall support DoPT and CBC in further refinement of the programme, as required.

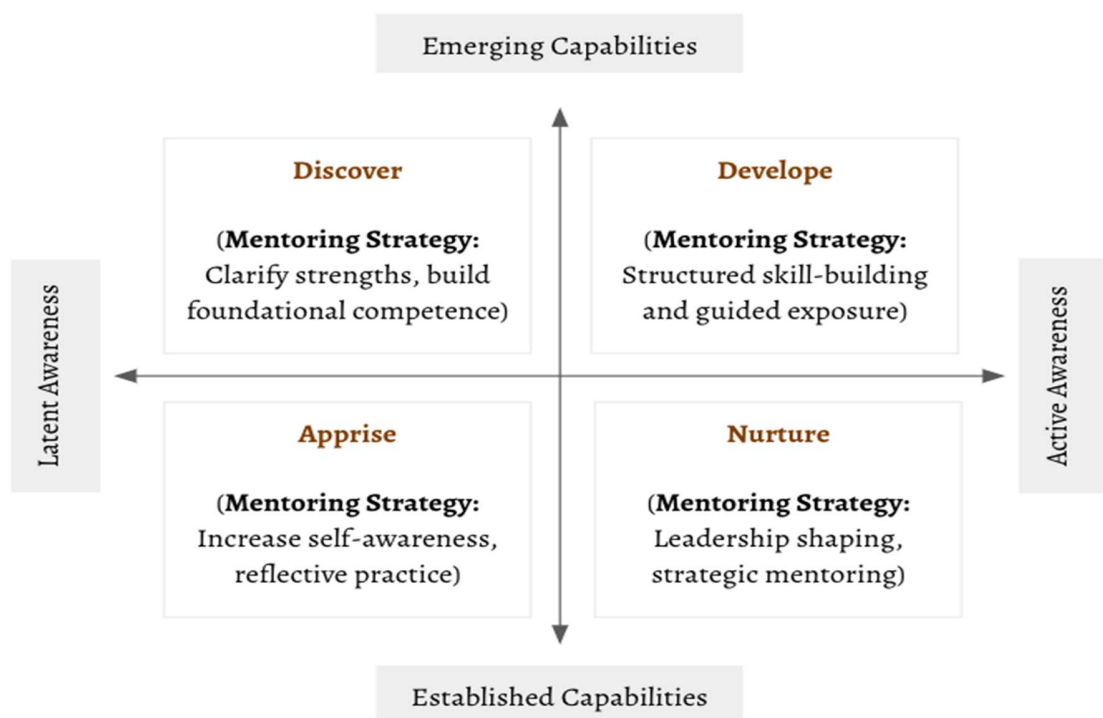
13.2 Re-assignment / Delinking

KB shall develop a request form on iGOT for change of mentor–mentee allocation. The specific reason for such request shall be recorded by the mentor/mentee. The portal shall delink the relationship and enable the mentee to select a mentor again from the available pool of cadre-specific mentors. A maximum limit of three (3) mentor–mentee delinking instances is permitted.

Karmayogi Mentorship Pathway Matrix

(Reference: Para 10.1 of the Guidelines)

To ensure that mentorship engagement remains structured and developmentally calibrated, mentors may utilize the Karmayogi Mentorship Pathways Matrix, as described below.



The Matrix operates across two dimensions:

1. **Level of Demonstrated Capability**
 - a. Emerging Capabilities
 - b. Established Capabilities
2. **Level of Self-Awareness**
 - a. Latent Awareness
 - b. Active Awareness

These dimensions yield four developmental categories:

Capabilities	Latent Awareness	Active Awareness
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Emerging Capabilities	DISCOVER	DEVELOP
Established Capabilities	APPRISE	NURTURE

8.4 Quadrant-Wise Mentor Guidance

8.4.1 DISCOVER (Emerging Capabilities + Latent Awareness)		
Indicators	Mentor Approach	Developmental Objective
<ul style="list-style-type: none"> ● Limited recognition of competency gaps; ● Underestimation of governance complexity; ● Defensive or hurried decision-making; ● Limited reflective behaviour. 	<ul style="list-style-type: none"> ● Facilitate exposure to administrative complexity; ● Encourage structured reflection through case-based discussions; ● Provide constructive and respectful feedback; ● Reinforce foundational public service values and accountability. 	To build awareness, steadiness, and foundational administrative discipline.
8.4.2 DEVELOP (Emerging Capabilities + Active Awareness)		
<ul style="list-style-type: none"> ● Acknowledges improvement areas; ● Demonstrates learning intent; ● Seeks structured guidance; ● Hesitates in high-stake decision-making. 	<ul style="list-style-type: none"> ● Co-create structured development goals; ● Assign measured stretch responsibilities; ● Provide periodic feedback; ● Reinforce resilience and decision clarity. 	To convert awareness into reliable professional competence.

8.4.3 APPRISE (Established Capabilities + Latent Awareness)		
<ul style="list-style-type: none"> ● Demonstrates consistent performance; ● Operates instinctively without articulating reasoning; ● Under-recognises own strengths; ● Limited reflection on institutional impact. 	<ul style="list-style-type: none"> ● Encourage articulation of decision logic; ● Promote documentation of lessons learnt; ● Anchor competence to institutional values; ● Encourage sharing of good practices. 	To transform natural competence into conscious institutional contribution.
8.4.4 NURTURE (Established Capabilities + Active Awareness)		
<ul style="list-style-type: none"> ● Demonstrates mature judgement; ● Shows systems thinking and stakeholder awareness; ● Displays strong professional integrity; ● Seeks greater responsibility. 	<ul style="list-style-type: none"> ● Engage in strategic and complex governance discussions; ● Provide cross-functional exposure; ● Discuss leadership accountability and ethical boundaries; ● Encourage readiness to mentor others in future. 	To elevate the mentee towards institutional leadership and stewardship aligned with Mission Karmayogi.

8.5 Protocol for Application of the Matrix

- The mentor shall tentatively position the mentee within the Matrix during the initial 2–3 engagements.
- The developmental positioning shall be revisited annually.
- The Matrix shall serve purely as a guidance framework.