

**OFFICE OF THE DIRECTOR GENERAL OF PRISONS**  
**[GOVT. OF NCT OF DELHI]**  
**PRISONS HEADQUARTER, CENTRAL JAIL TIHAR, JANAKPURI:**  
**NEW DELHI**

F.18(28)/Estt-I/CJ/PHQ/2026 **11944-45**

Date: **06/08/2026**

**Sub: Forwarding of Orders/Circulars.**

The copy of under mentioned Circular is forwarded herewith for information and necessary action:-

| Sl. No | Received from                     | Regarding                           | Pertain to                                                                         |
|--------|-----------------------------------|-------------------------------------|------------------------------------------------------------------------------------|
| 1.     | Administrative Reforms Department | Guide on the Art of Delegating Work | Assistant Director (IT) with the request to upload the same on department website. |

**Encl: As above**

  
**Officer In-charge (E-I)**

- ✓ 1. Assistant Director (IT) with the request to upload the same on department website
2. Guard File.

  
**10/08/26**

HW (R)

|       |        |
|-------|--------|
| 12-11 | 6/8/26 |
| Date  | Date   |

Guide on the Art of Delegating work.

AR DEPARTMENT < arupdate@nic.in >

Tue, 28 Jul 2026 1:08:24 PM +0530

To "principaldihm"<principaldihm@yahoo.com>,"CEO DJB"  
<ceodelhi.djb@nic.in>,"djbenforcement"<djbenforcement@gmail.com>,"Md-dkvib Md-dkvib"  
<md-dkvib@nic.in>,"assemblydelhi"<assemblydelhi@gmail.com>,"sla"<sla@gov.in>,"mdmetro"  
<mdmetro@dmrc.org>,"dmc\_nct"<dmc\_nct@rediffmail.com>,"Sh. Sandeep Mishra"  
<msdpcc@nic.in>,"Director General Prisons Delhi Prisons New Delhi"  
<dgthihar@nic.in>,"dsfcdelhi"<dsfcdelhi@gmail.com>,"csclsdscsc"  
<csclsdscsc@gmail.com>,"pdsdscsc"<pdsdscsc@gmail.com>,"statecommission"  
<statecommission@vsnl.net>,"Dr Sangeeta Sehgal"<del-sforum@nic.in>,"support"  
<support@dsiidc.org>,"dsla-co"<dsla-co@nic.in>,"Superintendent Legal Aid Wing DSLSA"  
<legallaidwing-dsla@nic.in>,"Secretary DSSSB"<dsssb-secy@nic.in>,"coe-dsssb"<coe-  
dsssb@delhi.gov.in>,"Delhi Tourism"<tourism@delhitourism.gov.in>,"PUBLIC GRIEVANCES  
COMMISSION"<pgcdelhi@nic.in>,"Registrar Cooperative Society"<rcoop@nic.in>,"Nandini  
Paliwal"<secservices@nic.in>,"services2gnctd"<services2gnctd@gmail.com>,"Sh. Vijay  
Bidhuri"<senv@nic.in>,"Deputy Commissioner"<dcexcise@nic.in>,"cfss.delhi"  
<cfss.delhi@nic.in>,"Dr. Sajjan Singh Yadav"<comind@nic.in>,"Ajay Kumar"  
<ajay.gambhir@delhi.gov.in>,"dscstschscheme"<dscstschscheme@delhi.gov.in>,"Ms. Angel  
Bhati Chauhan"<dirtte.delhi@nic.in>,"YASHPAL GARG, IAS"<cdevlop@nic.in>,"DG Home"  
<dghome@nic.in>,"investors"<investors@igl.co.in>,"skjain"  
<skjain@igl.co.in>,"sanjaykumar002"<sanjaykumar002@igl.co.in>,"csipgcl"  
<csipgcl@gmail.com>,"secretaryifcdgnctd"<secretaryifcdgnctd@gmail.com>,"ceifcd"  
<ceifcd@gmail.com>,"Kavita Sharma"<admn-labour@delhi.gov.in>,"labdlcc-delhi"<labdlcc-  
delhi@delhi.gov.in>,"brplcustomercare"<brpl.customercare@reliancegroupindia.com>,"cgrfbrpl"  
<cgrfbrpl@gmail.com>,"byplcustomercare"  
<bypl.customercare@reliancegroupindia.com>,"secyderc"<secyderc@nic.in>,"fadsiidc"  
<fadsiidc@gmail.com>,"personneldsiidc"<personnel.dsiidc@gmail.com>,"eddsiidc"  
<eddsiidc@gmail.com>,"Amit Kumar Pamsi"<fcs-dmn-dd@ddd.gov.in>,"Arjun Sharma, IAS"  
<ss-health@delhi.gov.in>,"Pr Secretary Health"<pshealth@nic.in>,"SANTOSH D. VAIDYA"  
<psfin@nic.in>,"shurbir singh"<secy-fin@delhi.gov.in>,"forensicdelhi"  
<forensicdelhi@gmail.com>,"pccf-gnctd"<pccf-gnctd@delhi.gov.in>,"ITCELLHQDFAWL"  
<itcellhq.dfwl@delhi.gov.in>,"Pradeep Tayal Tayal"<gadegazette.delhi@gov.in>,"dtehedu"  
<dtehedu@gmail.com>,"Director Higher Education"<dirhiedu@nic.in>,"Santosh Vaidya"  
<pshome@nic.in>,"DES DELHI"<jddes.delhi@gov.in>,"Manish Dev Vishwakarma"  
<manish.dev@nic.in>,"shane.71"<shane.71@delhi.gov.in>,"datahubemp09"  
<datahub.emp09@gmail.com>,"Additional Labour Commissioner (Labour)"  
<labjlc2.delhi@delhi.gov.in>,"dge 2011"<dge.2011@gmail.com>,"Om Prakash"  
<dirge@gov.in>,"Ravinder Kumar"<adg-dldte@nccindia.nic.in>,"smnccdd"  
<smnccdd@gmail.com>,"HIMANSHU GARG"<garg.himanshu76@delhi.gov.in>,"Director  
UTCS"<dutcs@nic.in>,"Indu"<adtrg1utcs.delhi@nic.in>,"Ms. Nandini Paliwal"  
<dvigil@nic.in>,"Drugs Control Department"<dirdcd@nic.in>,"L D JOSHI"<cca-  
pao@delhi.gov.in>,"Perdeep Kumar"<perdeepkumar.coa@delhi.gov.in>,"Paras Nath Yadav"  
<dcoatecpao.delhi@gov.in>,"law-gnctd"<law-gnctd@delhi.gov.in>,"mcd ithelpdesk"<mcd-  
ithelpdesk@mcd.nic.in>,"Commissioner MCD"<commissioner@mcd.nic.in>,"ShDharmendra"  
<chairperson@ndmc.gov.in>,"Amit Singla"<secretary@ndmc.gov.in>,"SIO Delhi"<sio-  
del@nic.in>,"comdis.delhi"<comdis.delhi@nic.in>,"Shri Rajeev Verma"<csdelhi@nic.in>,"CCU"  
<planning.ccu.delhi@gmail.com>,"DES DELHI"<director-des@delhi.gov.in>,"scertportal"  
<scertportal@gmail.com>,"Vijay Kumar Bidhuri"<psud@nic.in>,"addl directorlb"  
<addl.directorlb@gmail.com>,"vcdda"<vcdda@dda.org.in>,"Sanjay Arora"  
<cp.sanjayarora@delhipolice.gov.in>,"Sh. Prashant Goyal"<cfood@nic.in>,"Neeraj Semwal"  
<divcom@nic.in>,"Nikhil Kumar, IAS"<ctt.delhi@nic.in>,"Pr. Secretary Education"  
<secyedu@nic.in>,"Sh. Jitender Yadav"<secyit@nic.in>,"Sandeep Kumar"  
<pspwd@nic.in>,"Niraj Kumar"<dsw@nic.in>,"PPS Commissioner TPT"

874

<commtpt@nic.in>,"Director WCD"<wcd@nic.in>,"Secretary ACL"<secyart@nic.in>,"CM DELHI"<cmdelhi@gov.in>,"ARJUN SHARMA IAS"<ambdl@nic.in>,"dcsk 2006"<dcsk\_2006@yahoo.in>,"bocwhq.delhi"<bocwhq.delhi@delhi.gov.in>,"obccdelhi"<obccdelhi@gmail.com>,"secy-dcpcr"<secy-dcpcr@gov.in>,"Dcw Msdcw.delhi"<msdcw.delhi@nic.in>,"dapnabazar"<dapnabazar@yahoo.com>,"ccc"<ccc@dtc.nic.in>,"shiri Ram"<adpro.tpt@delhi.gov.in>,"delhishelter"<delhishelter@gmail.com>,"admndelhishelter"<admn.delhishelter@gmail.com>,"Mohd. Ishaque"<dwb-5028@delhi.gov.in>,"KAUSHAL RAJ SHARMA"<seclg@nic.in>,"CM DELHI"<cmdelhi@nic.in>,"astocm2"<astocm2@gmail.com>,"Dr. Madhu Rani Teotia, IAS"<secretary.tocm@delhi.gov.in>,"PARVESH VERMA"<pss-pwd.minister@delhi.gov.in>,"Ashish Sood"<min-hep@delhi.gov.in>,"Sardar Manjinder Singh Sirsa"<minfs-delhi@delhi.gov.in>,"O/o Minister Social Welfare, DSCST, GE, Cooperative"<socialwelfare-min@delhi.gov.in>,"officeofminlj"<officeofminlj@gmail.com>,"Pankaj Kumar Singh"<min.hfwtp@delhi.gov.in>,"AR DEPARTMENT"<arupdate@nic.in>,"ps2cfs"<ps2cfs@gmail.com>,"HOD GAD"<sgad@nic.in>,"Secretary Power"<pspower@nic.in>,"chairmandsssb.delhi"<chairmandsssb.delhi@nic.in>,"cmdddtc"<cmd.dtc@delhi.gov.in>,"Ravi Jha"<cexclse@nic.in>,"Pandurang K. Pole"<labcom@nic.in>,"diredu"<diredu@nic.in>,"ACS Land And Building"<secy.lb@delhi.gov.in>,"Secylaw Slaw"<slaw@nic.in>,"Bipul Pathak"<pssw@nic.in>,"scstsecretary"<scstsecretary@gmail.com>,"cmd"<cmd@dtc.nic.in>,"directordip2014"<directordip2014@gmail.com>,"mddsiidc"<mddsiidc@gmail.com>,"MD N CEO DTTDC"<md@delhitourism.gov.in>,"PRINCIPAL SECRETARY (TTE/HE)"<pstechedu@nic.in>,"Joint Director Planning"<jdplg@nic.in>,"tourismgnctd"<tourism.gnctd@gmail.com>,"Rashmi Singh"<secretary.wcd@delhi.gov.in>,"Dr. Sajjan Singh Yadav"<comind@sansad.nic.in>,"einc-pwd"<einc-pwd@delhi.gov.in>,"Vijay Kumar Bidhuri"<chdpcc@nic.in>

Sir/Madam

Please find enclosed a copy of this Secretariat's DO letter No. 502/2/3/2026-Cab.III dated 21st July, 2026 on the above cited subject, along with the 'Guide on the Art of Delegating Work'. This Guide will also be available on the websites of National Centre for Good Governance (NCGG) and Cabinet Secretariat with the file name, "Guide on the Art of Delegating Work" under the tab heading, "Guides for Civil Servants".

Regards,

Administrative Reforms Department  
Government of National Capital Territory of Delhi  
7th Level, C-Wing, Delhi Secretariat,  
I.P. Estate, New Delhi - 110002

## 1 Attachment(s)

Guide on Art of Delegating w...

1.2 MB

CA.III Section Cabinet Secretariat < ca3.cabsec@gov.in >

Tue, 21 Jul 2026 3:29:04 PM +0530

To CS Andhra Pradesh < cs@ap.gov.in >, "CS Arunachal Pradesh" < cs-arunachal@nic.in >, "PABAN BORTHAKUR" < cs-assam@nic.in >, "Chief Bihar" < cs-bihar@nic.in >, "Chief Office" < csooffice.cg@gov.in >, "Puneet Secretary" < cs-go@nic.in >, "chiefsecretary" < chiefsecretary@gujarat.gov.in >, "Sanjeev Kaushal" < cs@hry.nic.in >, "Prabodh Saxena" < cs-hp@nic.in >, "Shri Singh" < cs-jharkhand@nic.in >, "CS Karnataka" < cs@karnataka.gov.in >, "CS Kerala" < chiefsecy@kerala.gov.in >, "CS Madhya Pradesh" < cs@mp.nic.in >, "CS Maharashtra" < cs@maharashtra.gov.in >, "cs-manipur" < cs-manipur@nic.in >, "cso-meg" < cso-meg@nic.in >, "cs-mizoram" < cs-mizoram@nic.in >, "Sentiyaner Imchen" < csngl@nic.in >, "Chief Punjab" < cs@punjab.gov.in >, "Vijay Pathak" < cs-skm@hub.nic.in >, "CS Tamil Nadu" < cs@tn.gov.in >, "CS Telangana" < cs@telangana.gov.in >, "cs-tripura" < cs-tripura@nic.in >, "CHIEF GoUP" < csup@nic.in >, "chief secretary" < cs-uttaranchal@nic.in >, "Shri Dwivedi" < cs-westbengal@nic.in >, "Dr. Chandra Bhushan Kumar IAS" < cs-andamannicobar@gov.in >, "H. Rajesh Prasad" < cs-chd@chd.gov.in >, "Shri Kumar" < csdelhi@nic.in >, "CS Puducherry" < cs.pon@nic.in >, "cs-jandk" < cs-jandk@nic.in >, "Chief Secretary" < chiefsecretary@ladakh.gov.in >, "Advisor UTL" < lk-advisor@gov.in >, "Advisor to Administrator DNHDD" < devcom-dd@nic.in >, "Smt. Anu Garg" < csori@od.gov.in >, "Chief Secretary" < cs-rajasthan@nic.in >

Cc "Kavita Singh" < kavita.singh04@ias.gov.in >, "Namrata Gandhi" < namrata.gandhi@ias.nic.in >

Respected Madam/ Sir,

Kindly find attached herewith a copy of this Secretariat's DO letter No. 502/2/3/2026-Cab.III dated 21st July, 2026 on the above cited subject, along with the 'Guide on the Art of Delegating Work'.

2. This Guide will also be available on the websites of National Centre for Good Governance (NCGG) and Cabinet Secretariat with the file name, "Guide on the Art of Delegating Work" under the tab heading, "Guides for Civil Servants".

Regards,

CA.III Section,  
Cabinet Secretariat  
Seva Teerth, New Delhi  
Ph.011-23019017

Director General (Prisons)



85/c

कृपया अतिआवश्यक न होने पर इस ई-मेल का प्रिंट न निकालें।  
पर्यावरण के प्रति जागरुकता को बढ़ावा दें।

## 2 Attachment(s)

D.O. letter dated 21.07.2026 to...  
1.4 MB

Guide on the Art of Delegating ...  
13.9 MB

20 Pages

टी.वी. सोमनाथन  
T.V. Somanathan



मंत्रिमंडल सचिव  
भारत सरकार  
CABINET SECRETARY  
GOVERNMENT OF INDIA

D.O. No.502/2/3/2026-Cab.III

21<sup>st</sup> July, 2026

Dear colleague,

I wrote to you on 12<sup>th</sup> June, 2026 regarding conduct of effective meetings and also mentioned that the Cabinet Secretariat would be issuing "Guides" on various practical topics. I am now writing to you with regard to another important issue that is relevant for civil servants, which is - 'the Art of Delegating Work'.

2. Often, we are not very comfortable in delegating important work to subordinates. We may feel that they may not do it as well as us, or misuse the delegated authority, and perhaps bring a bad name to us or the Government or the organization. These concerns may appear superficially genuine; at the same time, we must understand that when we delegate work and repose trust in our subordinates, they usually respond by behaving more responsibly. A person taking a decision on his own is usually *more careful* than when he is simply recommending something to his superior.

3. Interestingly, it is sometimes observed that even when subordinates are delegated with powers, they are hesitant to exercise them and may continue to seek approval of their superiors, since they are fully bred into the mindset of 'playing safe'.

4. Essentially, the argument against delegation is that it could be risky as it might unleash inefficiencies or corruption in the system and hence, it is better to remain with the familiar surroundings and be safe. To counter such an argument, I must perforce point to the famous quotation by John A. Shedd that "A ship is safest at the harbour but that is not what ships are built for". Therefore, we must discourage this 'playing safe' approach where *neither is the boss willing to delegate, nor is the subordinate willing to exercise delegated powers*. To break this mindset, we (both seniors and juniors) may need to come out of our 'comfort zone' and embrace the risk of delegation, and develop a culture of trust where the delegator and the delegatee act in unison to achieve a common goal or outcome.

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5. Governments are often perceived as slow; at the same time many officers feel they are over-worked and unable to finish all their work on time. The need of the hour is to take a calculated risk, accept the challenge, think anew, and delegate. Delegation of course is a risk, but if done judiciously and with a proper supervisory mechanism, can be immensely beneficial. Indeed, it can be "thrice blessed": it can simultaneously improve the efficiency of the organization, save the scarce time of the senior officer, and build the capability of the subordinate.

6. To help you wade through this process, a small "Guide on the Art of Delegating Work" is enclosed to help you decide what to delegate, what not to delegate, whom to delegate to, and how much to delegate. In this guide, you will find some heavily loaded words like "power", "authority", "responsibility", "accountability" etc. These words are not intended to intimidate, but rather to remind you that when you delegate a particular job or function to an employee, you cannot delegate the responsibility. You are still answerable for his / her acts of commission or omission.

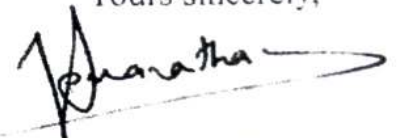
7. I hope you will find this guide useful and hope you will promote a culture of delegation in the organizations/departments that you head. To the ATIs, my request would be to include this guide as a curriculum in the training calendar for young State Civil Service Officers as well as in-service training programmes so that the State Civil Service Officers come out of their 'safe mode' and exercise delegated powers boldly and diligently.

8. Please circulate this Guide to the civil servants working under your jurisdiction.

With best wishes,

Encl.: As above

Yours sincerely,



(T.V. Somanathan)

All Chief Secretaries / Advisors of States / UTs  
Director, LBSNAA, Mussoorie  
All DGs of State ATIs