



*Ranjit Sinha*  
DIRECTOR

**CENTRAL BUREAU OF INVESTIGATION**  
**GOVERNMENT OF INDIA**  
5-B, C.G.O. COMPLEX,  
LODHI ROAD,  
NEW DELHI-110003

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My dear colleague,

This is my last letter to you as your Director. Just before I move away after more than forty years of continuous public service to the calm and peace of retirement, I would like to thank you profusely for your constant cooperation and able assistance in helping me to discharge my duties as the Director of premier investigation agency in this country. I cannot forget anyone of you, and the work you did. The moments of working with you are frozen in my memory, and this priceless treasure shall always be with me. I wanted to say so much to you on earlier occasion, but the punishing pace of working in the overburdened organization came in my way.

Taking over as Director was sobering experience for me because having worked here as Deputy Inspector General and Joint Director, I was aware of the rigorous demands of the overwhelming nature of routine and regular work that constitutes the *terra firma* for this organization. The CBI success story rests on procedural discipline based on liberty to dissent. All ranks are expected to record their views and the final opinion of competent rank becomes organizational decision. Compromising on this basic tenet of functioning would rob the organization of its unique character. We have amongst us the best of Indian Police and I am sanguine that the tradition will follow despite attempts from various quarters to wreck the system.

Working in the premier investigation agency is a supreme challenge. We are not only expected to the best; but also appear to be the best. We live in an age of instant gratification in a digitally networked world. Our work protocols chalked out in the CBI Crime Manual are for a pre-digital age. The public expect the time-gap between initiations of an investigation to completion of the delivery of judgment to be shorter. We need greater velocity in decision-making without compromising on quality.

There is no point in enumerating the steps taken during my tenure to bring about functional efficiency and reducing infrastructural deficiencies. The events unfolded in the last few months of my tenure would continue to be debated. In fact, I am leaving in a trail of controversy. I thank all those who stood by me in this turbulent times. There are highs and lows in human lives and one has to weather the storms. Ultimately, it is one's conscience that dictates our efforts and the truth – sooner or later – comes to the fore.

As I walk into the sunset of my career in police and hand over the baton to my successor, I wish him, and all of you, the very best in your personal and professional lives. May this organization scale greater heights that I could only dream of during my tenure. May you all scale the summit of your dreams.

This is last time that I get to see all of you from this Head Office. After I leave you behind, I shall relieve my parting pains with the weighty burden of my thoughts containing all of you. All of you. Yes, all of you. And, my doors and telephones lines shall be open to all of you all the time, and, please be rest assured, if it is a matter where I can be of help, I shall be always there.

May God Bless you all more abundantly than he has blessed me.

Jai Hind !

Yours sincerely,



( RANJIT SINHA )