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Joint Secretary
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भारत सरकार
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय
कार्मिक और प्रशिक्षण विभाग
प्रशिक्षण प्रभाग
ब्लॉक-4, पुराना जेएनयू कैम्पस
नया महरौली रोड, नई दिल्ली-110067
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Personnel & Training
Training Division
Block-IV, Old JNU Campus
New Mehrauli Road,
New Delhi-110067

Date: 08th March 2013

No. 12039/04/2011-PIIA

Dear Sir / Madam

As you are aware, rapid and fundamental changes in the political, economic and technological fields have made it necessary to build a competent and well-functioning civil service in India. Expectations of citizens and other stakeholders from government have suggested a new role for the civil service, raising new demands related to control and accountability as well as new definitions of professional obligations. It is being increasingly recognized that effective leadership of civil servants is a key component to meet the emerging challenges and facilitate good governance at national and state levels. It is also recognised that adequate inputs on leadership skills are not provided at Central and State training institutes at the time of induction and in-service training.

2. Keeping in view the challenges faced by Indian Civil Servants, the Department of Personnel and Training (DoPT) and the United Nations Development Programme (UNDP) have initiated a project called "Pathways for an Inclusive Indian Administration" (PIIA). The PIIA project is providing advisory, knowledge sharing and management services to DoPT for Capacity Development of the Civil Services. Lal Bahadur Shastri National Academy of Administration (LBSNAA) recognizes the importance of addressing leadership assessment and development issues in the civil services and has decided to inculcate leadership capacity in officers through targeted interventions. To take forward the agenda of leadership development for better Governance, a Leadership Development Centre is being set-up at National Institute of Administrative Research (NIAR) as part of the PIIA project.




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3. It is proposed to integrate modules on leadership skills from foundation course to various mid-career training programmes at LBSNAA. In partnership with an international leadership development agency (Centre for Creative Leadership - www.ccl.org), the leadership programme content would be developed for civil services and Capacity Building Workshops (CBWs, often referred as 'Training of Trainers') would be conducted for the select faculty. The programme content and CBWs would be conducted keeping in view the requirements of the IAS officers of different seniority however CTIs and ATIs may adapt these programmes after appropriate modifications to suit their needs.
4. For this purpose, it has been decided to create a National Pool of Trainers to conduct Leadership Development Programmes at LBSNAA. Approx. 20 to 25 officers would be selected from the training institutions including LBSNAA, CTIs and ATIs to become part of this pool. Officers who are not part of the training institutes may also apply to become part of the pool as per the criteria specified in the annexure 1.
5. The national pool will be created after a process of shortlisting and assessment of the applicants. The selected officers will undergo CBWs (3 levels over a period of 1.5 years) which will equip them to deliver leadership training from foundation courses to mid-career programmes at LBSNAA. After each CBW, the officers will be evaluated by CCL and on successful qualification, they will be certified for conducting these programmes at LBSNAA.
6. As the government would invest significantly in capacity building of national pool, the trainers would be required to be available to deliver programmes as per the needs of the LBSNAA/ ATIs/ CTIs. A time commitment of minimum 20 days per year is expected from the officers willing to become part of the national pool to impart training at different institutes across the country.
7. More information on the eligibility criteria and how to apply for the national pool are provided in annexure 1. Interested officers and faculty members may apply through their Cadre Controlling Authorities (CCA) latest by 15th April 2013. The State Government/ CCA would have to indicate that the services of these officers in the event of being selected would be made available for purpose of training at LBSNAA or any other institute for minimum 20 days in a year.

8. I shall be grateful, if you could kindly circulate this communication widely in your state/ cadre so that a large number of eligible officers could apply for the national pool. I request you to provide necessary clearances to the eligible officers who would be keen to join the pool. Your cooperation would go a long way in making this initiative successful.

Yours Sincerely


(Alok Kumar) 8/3/13

Enclosures: As above

To:

- Chief Secretary of all States
- Cadre Controlling Authorities

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Sd/-

(Alok Kumar)

Enclosures: As above

To:

- Chief Secretary of all States
- Cadre Controlling Authorities

Copy:

- Director of all State ATIs
- Director of all Central Training Institutions


(Alok Kumar)

07/3/13

Annexure 1

Creation of National Pool of Trainers on Leadership Skills for Public Administrators

Eligibility Criteria

- Civil Services Officers with minimum 12 years of experience
- Post-Graduation (any specialisation) is mandatory
- Experience in both field-level postings and policy-making function is desirable
- Publication/ research papers authored by the officers in the area of Leadership, Human Resources and Administrative Reforms would be an advantage.
- Faculty of CTIs and State ATIs are encouraged to apply

Note: Participation is open to all civil servants who meet the eligibility criteria and is not limited to the faculty of CTIs and ATIs.

Skills and Competencies Required

- Environmental understanding: Comprehensive understanding of the environment in which civil servants work and challenges thereof;
- Communication skills: Excellent standard of written and verbal skills to explain the subject matter in a clear and articulate manner.
- Sensitivity, open-mindedness and flexibility: Able to 'speak the same language' as the intended audience (adapt quite easily and differentiate the training to suit the needs and aspiration of the trainees).
- Developing others: Faith in the possible development of each individual and desire to develop others
- Empathy: Ability to relate to the needs and aspirations of a diverse set of people

How to Apply

Interested officers with strong commitment to leadership development can apply for the national pool by 15 April 2013 attaching a copy of the CV indicating qualification, experience and other relevant details. Officers should also mention separately in their CV – a list of formal qualifications/certifications/trainings undertaken in the areas related to Leadership and Management.

The applications should be forwarded through the Cadre Controlling Authorities with all relevant documents such as CVs, copies of the publications/ research papers (authored by the candidate) and other documents to:

Joint Secretary (Training),
Department of Personnel and Training (DoPT),
Ministry of Personnel, Public Grievances and Pensions,
Block 04, 3rd Floor, Old JNU Campus, New Mehrauli Road, New Delhi – 110067

CCAs may also forward the applications by email to: trgis@nic.in (subject: National Pool of Trainers on Leadership Skills)

Selection Process

Step 1. Shortlisting

A screening committee set-up by the DoPT would shortlist the candidates based on the profiles and the documents received.

If required, shortlisted candidates may be called for personal interview at New Delhi or LBSNAA, Mussoorie.

Step 2. Capacity Building Workshop

Selected officers would attend 3 Capacity Building Workshops (CBWs) over a period of 1.5 years as per the schedule provided in the next section.

Step 3: Certification

After each CBW, the officers will be evaluated by CCL and on successful qualification, they will be certified for conducting leadership development programmes at LBSNAA.

Time Commitment

The 3 modules of CBWs would be held at LBSNAA, Mussoorie during 2013-14 as per the following schedule (tentative):

Capacity Building Workshop for National Pool of Trainers	Duration	Indicative Month
Basic Leadership Skills for Public Administrators	7-9 Days	June 2013
Mezzanine Leadership Skills for Public Administrators	5-7 Days	January 2014
Advanced Leadership Skills for Public Administrators	3-5 Days	June 2014

The training programme for the trainees at LBSNAA would be held at LBSNAA as per the following schedule (tentative):

Training Programme	Duration	Indicative Month
Foundation Course	5 days	September 2013
Phase- 3	3-4 days	May 2014
Phase – 4	2-3 days	July 2014

Professional Fee

The selected officers would receive the professional fee as per the prevailing policies of the LBSNAA. The current professional fee is Rs. 1000 for every 1.5 hours of training.

All travel related expenses (tickets, accommodation etc.) for CBWs and training would be borne by LBSNAA as per its policies.

Please note that professional fee would not be paid for the CBWs. Professional fee is payable only for conducting the programmes at LBSNAA.

Query/ Additional Information

For any query/ additional information, you may write to trgjs@nic.in.