Dear Shri Bharat Bhushan

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. 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), Government of India 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 Servants. The Academy 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 has been set up at National Institute of Administrative Research (NIAR), a sister organization of LBSNAA, as part of the PIIA Project.

3. We are in the process of integrating 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 Indian civil services and Capacity Building Workshops (CBWs, often referred as ‘Training of Trainers’) would be conducted for select faculty
members who would be trained to deliver these programmes. The programme content and CBWs would be conducted keeping in view the requirements of the IAS officers of different seniority. A 3-day module on basic leadership skills has been delivered in the Foundation Course in Sep, 2013.

4. We are now in the process of increasing the existing National Pool of Trainers to conduct Leadership Development Programmes at LBSNAA. Approximately 10 to 15 mid-level IAS officers (1995 to 2002 batch) are to be freshly selected from different state cadres to become part of this national pool. The Chief Secretaries of each state may advise concerned IAS officers to apply as per the criteria specified in Annexure 1. The trainers for the national pool will be selected after a process of quick shortlisting and assessment. The selected officers will undergo CBWs (3 levels over a period of 1.5 years) which will equip them to deliver leadership training to new recruits as well as in-service officers. After each CBW, the officers will undergo an evaluation which will be conducted by CCL and after successful qualification they will be certified for conducting these programmes at different institutes across the country including LBSNAA.

5. As the government would invest significantly in capacity building of national pool of trainers, it is expected that they would be available to deliver programmes as per the requirements of the LBSNAA/CTIs/ATIs. A time commitment of minimum 20 days every year is expected from the cadre controlling authority and officers willing to become part of the national pool to impart training at different undertakings across the country.

6. More information on the eligibility criteria and how to apply for the national pool are provided in Annexure-1. Interested mid-level IAS officers may apply through their Cadre Controlling Authorities (CCA) latest by 20th February 2014. The State Government would have to indicate that the services of these officers, in the event of their being selected, would be made available for purpose of training at LBSNAA or any other institute for up to 20 days in a year.

Yours Sincerely

[Padamvir Singh]

Encl: Annexure-1

Shri E. K. Bharat Bhushan, IAS
Chief Secretary to the
Government of Kerala
Secretariat,
Thiruvananthapuram – 695001
Annexure 1
Increase of National Pool of Trainers on Leadership Skills for Public Administrators

Eligibility Criteria
- Civil Services Officers with 12-19 years of experience
- Post-Graduation is mandatory
- Experience in both field-level postings and policy-making functions is desirable
- Publication/research papers authored by the officers in the area of Leadership, Human Resources and Administrative Reforms would be an advantage.

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, accurate 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, aspirations and frustrations of a diverse set of people

How to Apply
Interested officers with strong commitment to leadership development training of public administrators can apply for the same by 10 February 2014 attaching a copy of the CV indicating qualification, experience and past experience. 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 which may add weightage to the candidacy no later than 20 February 2014 to:

Prof. Ram Kumar Kakani,
1. R. S. National Academy of Administration
Charleville,
MUSSOORIE
Uttarakhand, PIN 248 179

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

Selection Process
Step 1. Shortlisting
A screening committee set-up by the DoPT would select the candidates based on the profiles and the documents received.

**Step 2: Capacity Building Workshop**

Selected officers would attend the Capacity Building Workshops (CBWs) as per the schedule provided in the next section.

**Step 3: Certification**

The officers attending the CBWs will undergo an evaluation after each CBW which will be conducted by CCL. After successfully qualifying the evaluation, the person will be certified to conduct Leadership Development Courses at LBSNAA.

**Time Commitment**

The 3 modules of CBWs would be held at LBSNAA, Mussoorie during 2014-15 as per the following schedule (tentative):

<table>
<thead>
<tr>
<th>Capacity Building Workshop Title</th>
<th>Duration</th>
<th>Indicative Month(s)</th>
<th>Profile of the Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Leadership Skills for Public Administrators</td>
<td>6-7 days</td>
<td>March-April 2014</td>
<td>Entry Level Civil Service Officers</td>
</tr>
<tr>
<td>Mezzanine Leadership Skills for Public Administrators</td>
<td>5-7 days</td>
<td>June-October 2014</td>
<td>Mld-Level Civil Service Officers i.e., 8-10 years seniority</td>
</tr>
<tr>
<td>Advanced Leadership Skills for Public Administrators</td>
<td>3-5 days</td>
<td>December 2014 to August 2015</td>
<td>Senior Level Civil Service Officers i.e., 16-18 years seniority</td>
</tr>
</tbody>
</table>

**Professional Fee**

The selected officers would receive the professional fee as per the prevailing policies of the LBSNAA. The current professional fee is Rs. 1,000 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 post-certification.

**Query/ Additional Information**

For any query/ additional information, you may write to rk.kakani@nic.in latest by 10 February, 2014.

We would endeavor to provide answers to your queries expeditiously, but any delay in providing such answers will not be considered a reason for extending the submission date of your documents.