

building. That is likely the last thing, those who constitute the civil service derive their identity from, and take deep pride in, may want to see happen. This pre-requisite effort is an important gating consideration to designing vanguard and global best-in-class training and leadership development interventions for IAS officers.

A. Leadership Development Architecture: Induction Training at the Academy must be viewed as “a watershed training event” by all stakeholders in the training process. The Leadership Development Architecture (for detailed descriptor see Annexure C) being presented as an overall framework for the training of IAS officers comprises seven key guiding principles which are elucidated below:

- i. Purpose Affirming
- ii. Comprehensive in coverage of the career life-cycle
- iii. Competency-based
- iv. Multi-stakeholder (including the individual in a more central role)
- v. Multi-mode and Multi-vector learning
- vi. Outcome focused, Measurement-centred learning (*integrated* into design)
- vii. Benchmarking best in class content with explicit focus on contextual and role relevance

