



Figure 2. Competency Framework for training of IAS officers

C. Participant-centred Learning: One of the main cornerstones of the suggested approach is the centrality accorded to the participant in the learning system. The Committee advocates a shift from Trainees being treated as “*passive*” actors in their training to becoming “*active*” participants in the learning process. This focus on the individual should entail mapping the entry-level gaps and then taking remedial action wherein the Trainee herself/ himself is incentivized, in conjunction with the Academy, to become the leading partner. Further, it is also proposed that training and learning must not always be seen as synonymous and coterminous. Rather, learning must be viewed as “a continuous and lifelong event” where the training conditions each Officer Trainee to treat every new position and challenge as a learning opportunity.

(ii) **Duration of training period:** The Committee has objectively considered the arguments made both in favour of retaining the two-year training period as well as those in support of reducing it (see part 7 of the Report) and also taken into account the general feedback received from various quarters. It must be mentioned (as stated in para 7 (ii) [e] earlier) that both the Ayyar Committee and the 2nd ARC have supported retention of the two-year training period. Director LBSNAA (who is a member of the Committee) has also expressed reservations against any proposed reduction in the duration of Induction Training, and his note has been placed on record at Annexure D. However, while taking note of these views, the other members are of the considered opinion that the training requirements must be in consonance with the changing profile of entrants, easier access to learning resources, and more dynamic external environment. Also, the time spent during both institutional training (at the Academy) and district training must be subjected to closer examination in cost-benefit terms, without impacting adversely in any manner on the desired outcomes.

In view of these compelling reasons (also see para 7 [iii]), the Committee recommends reduction in the total period of Induction Training from presently two years (103 weeks) to around one-and-a-half years (75 weeks).