

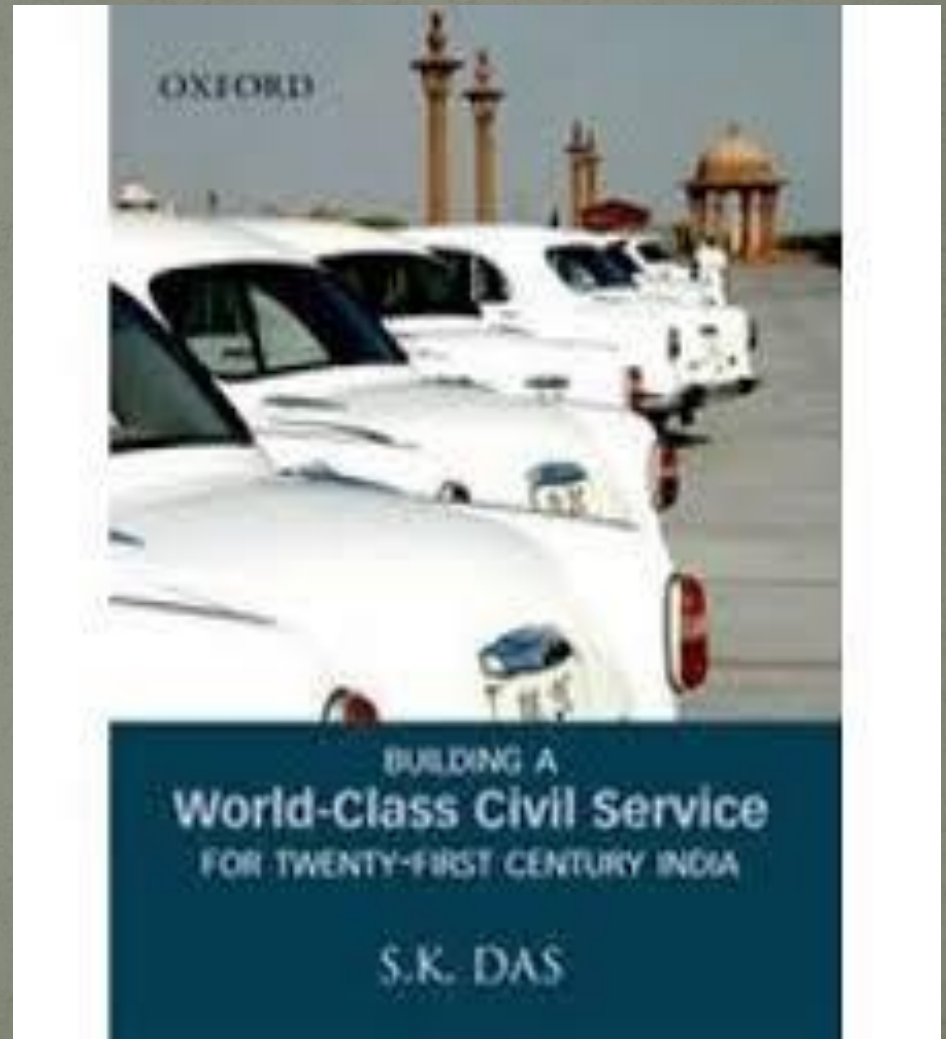
Book Review

Title : Building a World Class Civil Services: For Twenty First Century India

Author : Shri S K Das

Publisher: Oxford University Press

Edition: 2011



The Evolution





Overview



The present state of civil services



The Institutional framework ;



The Organizational framework



The Legal framework



The Ethical framework

Central Themes

- Blueprint of transformation
- Attempt is to make bureaucracy more Result Oriented
- Decentralised Power
- Accountable Civil Services
- Professional management.



Methodology



Origin of Civil Services

- The British set up this service primarily to exercise control over a potentially subversive group of native employees in the government.
- Based on complex array of rules, regulations and processes to maintain control over the decision making of the native employees.



Civil services today

- Centralised, hierarchical organization
- Preoccupied with process
- Maintaining *status quo*



Lessons from abroad

- Adoption of Executive agency based model
- Result oriented administration
- Increase responsibility and accountability



Moving towards performance driven civil services

- Tabling Drafts Civil Services Bills, 2009
- Reforming the existing ACR system
- Amending certain Constitutional provisions



Lateral Hiring through Senior Executive Service



Spread the practice.....



Samurai



King Arthurs' Knights



Mafia

Sense of Belongingness and *Esprit de corps*

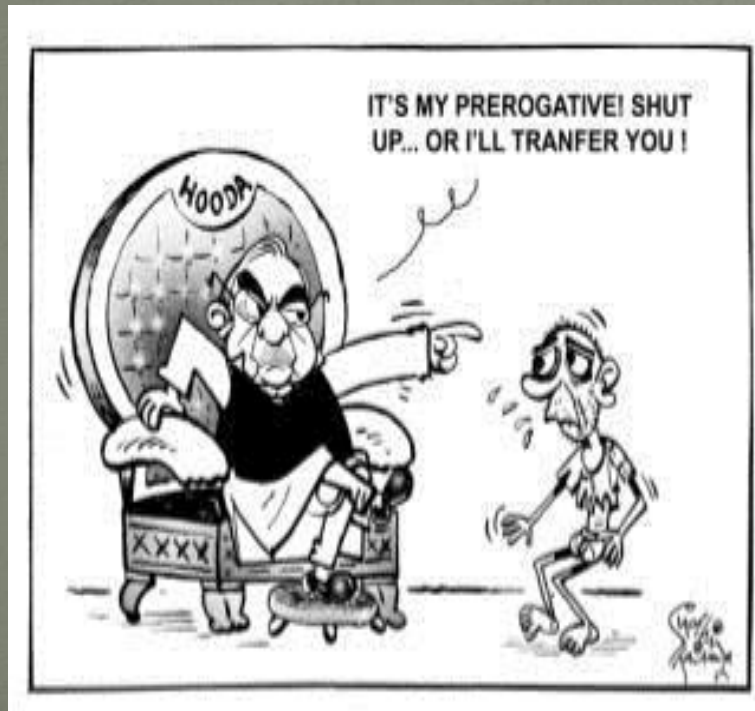
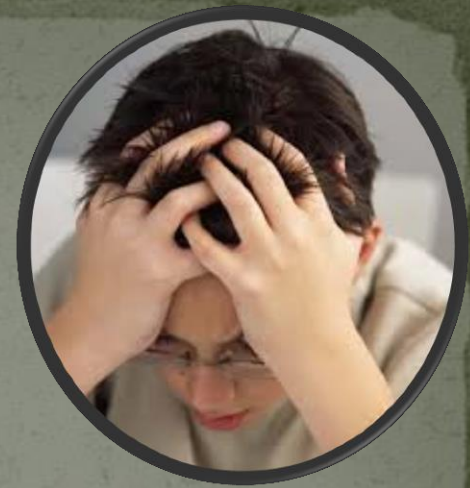
Change in the recruitment procedure

- Catch them young
- All India entrance examination after school
- Train them for administration nitty –gritties



Problems

- Frequent transfers of bureaucrats
- Political interference



- Lack of domain expertise
- Post retirement avenues ... as the saying goes Old Bureaucrats Never Die, They Simply Become Experts



- Changes radical and long term
- Overhaul of civil services
- Immaculate research
- Honest views and seriousness of purpose
- Idealism
- Focus on IAS
- Repetition



