

FUTURE OF CIVIL SERVICES IN INDIA

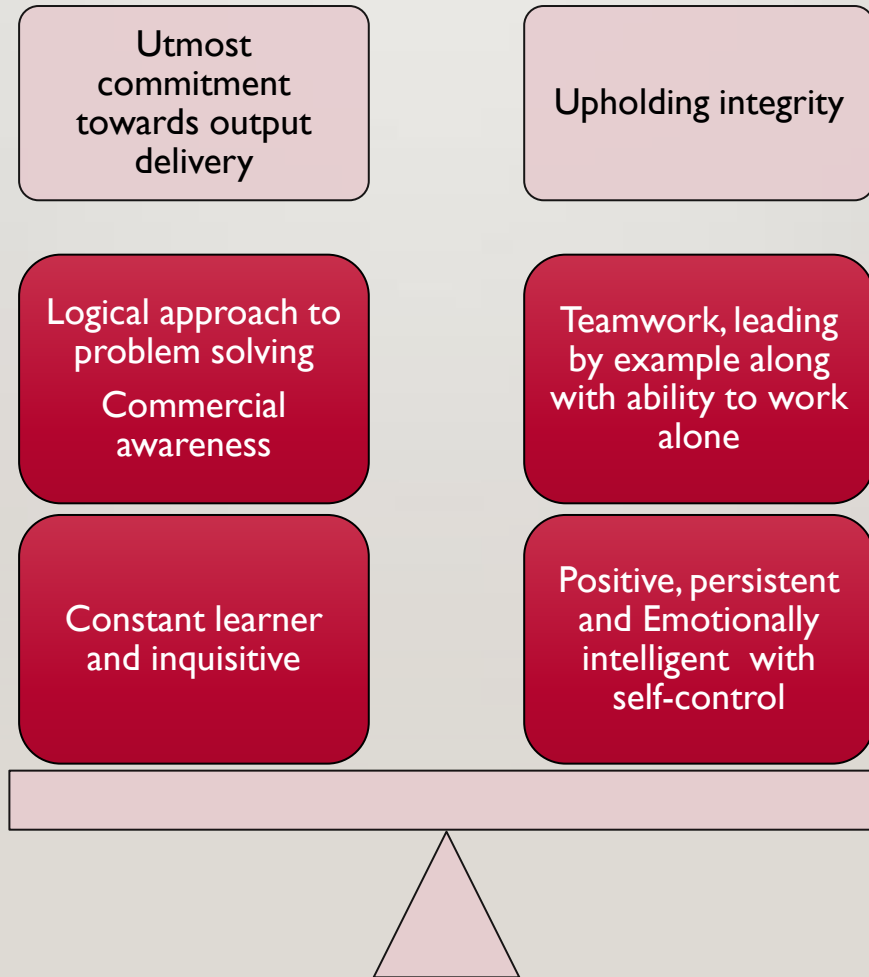
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WHAT IS YOUR PERCEPTION REGARDING AN EFFECTIVE CIVIL SERVANT ?



CURRENT RECRUITMENT PROCESS DOES NOT TEST THE FOLLOWING QUALITIES



IS THE CURRENT RECRUITMENT PROCESS THE BEST WAY TO SELECT CIVIL SERVANTS ?

PRELIMS STAGE

Pros

- **Prelims:**
- Questions are logical and do not promote rote learning
- CSAT tests aptitude skills
- Exam approaching to become coaching agnostic

Cons

- Very high subjectivity in answers
- Elimination approach rather than examination approach
- Low dispersion of marks

Solutions

- Reduce uncertainty of the examination :
- How?
- Increase objectivity
- Align the Prelims syllabus and preparation with Mains
- Prelims qualifiers may be allowed to directly give Mains in the next attempt (Integrity)

IS THE CURRENT RECRUITMENT PROCESS THE BEST WAY TO SELECT CIVIL SERVANTS ?

MAINS STAGE

Pros

- **MAINS**
- Invokes interdisciplinary thinking to concepts
- Promotes value of time management
- Questions are more nuanced and less rote learning centric

Cons

- Massive Subjectivity in answers
- Exam not optional agnostic, normalisation of marks across optionals makes it make or break

Solutions

- Optional may be done away to create level playing field
- Reducing number of questions to build quality assessment and not purely time management

IS THE CURRENT RECRUITMENT PROCESS THE BEST WAY TO SELECT CIVIL SERVANTS ?

INTERVIEW STAGE

Pros

- Tests presence of mind, communication skills,
- Assesses reflexes, stress management
- Psychometric analysis of the person: cognitive biases identified

Cons

- Can take any trajectory
- Given the generational gap of the interviewer and the interviewee, there may be friction over sensitive issues
- Marks are not Board agnostic

Solutions

- Institutional framework across boards: standardized guidelines for content interviewers
- Transparency regarding board normalisation

OVERALL RECOMMENDATIONS FOR IMPROVEMENT IN THE RECRUITMENT PROCESS

I. Taking cues from recruitment process of NDA -SSB (Group tasks and psychometric tests)

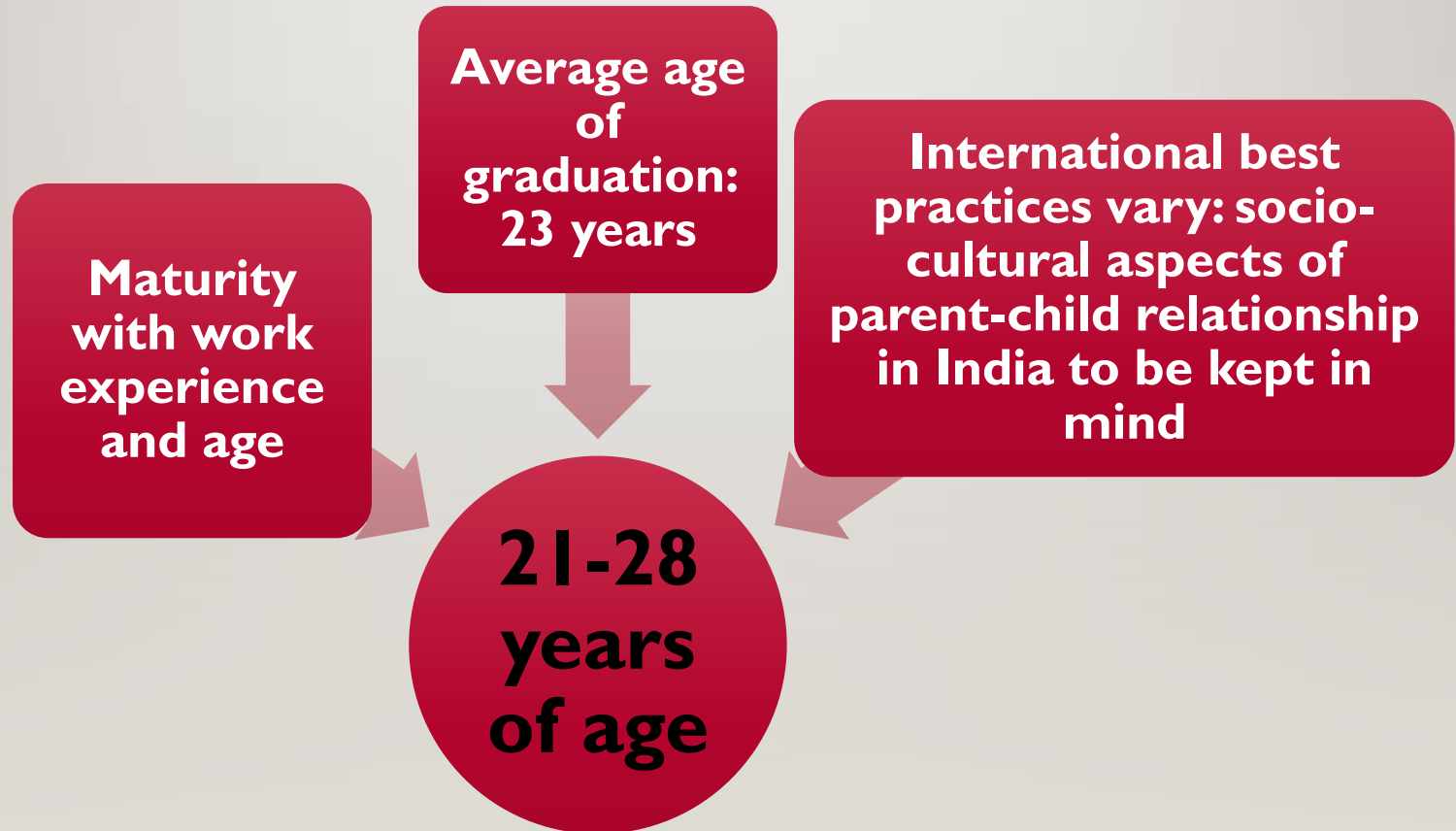


II. Making the recruitment process transparent: releasing keys and scores at each stage, fixed timelines for release of results, model answers for Mains



III. Number of attempts to be reduced/frequency of annual attempts to be increased with an age cap of 28 years: for ease of exit

OPTIMUM AGE



SHOULD SERVICE ALLOCATION HAPPEN ON THE BASIS OF FC?

**Purpose of FC is to build camaraderie and
esprit de corps amongst civil services**



**10% weight of performance in FC for service
seniority is reasonable, not necessary for
service allocation**



WHERE DO YOU SEE YOURSELF 30 YEARS FROM NOW?

Academically : building a niche, a strong domain expertise and an attitude of constant learning



Personally : to be a good human being



Professionally: a result oriented team leader with good work ethic

THANK YOU

