

Dear Colleagues,

As head of the Indian Economic Service (IES), it gives me immense pleasure to write to you for the first time since I assumed office on 24<sup>th</sup> December, 2019.

At the outset, let me mention that my interactions with several of you in the last two weeks have made me thrilled at the possibility of working with such dedicated and capable colleagues. Let me also reiterate the national service that we undertake through the critical role that we play in the country's economic administration and policy formulation. In the coming years, my endeavor would be to increase significantly this value addition.

To make this wish come true, we will be working on several initiatives. As a start, I have a proposal to put forward to all of you. My strong view is that the IES must be and can be a source of ideas for policy-making. I would strongly urge you to come up with ideas for research, write them up briefly (say around 500 words) and forward them to me. In coming up with such ideas:

- (i) you may work on your own, or involve your seniors/juniors, or a fellow IES officer.
- (ii) you may select a topic that falls within the ambit of your department so that you have an excellent idea of the data that is available and the way to access the same.
- (iii) you are encouraged to use databases that you have access largely due to the nature of work that you do; and
- (iv) the ideas, if fully developed, could be featured in the next Economic Survey 2019-20.

I will be personally involved in discussing the ideas with you and outlining a roadmap to develop it into a research paper or a shorter piece.

You can start writing to me as soon as you can with potential ideas to my email: [cea@nic.in](mailto:cea@nic.in). You are also welcome at any point to come and see me to discuss ideas (or any other issues for that matter). I (and surely many among you) feel that members of a knowledge-intensive service like the IES must research and publish as much as they can. This initiative, apart from allowing me to get to know you better, aims to achieve just that.

Looking forward to hearing from you—or seeing you—soon.

A handwritten signature in black ink, appearing to read "K. V. Subramanian". The signature is written in a cursive style with a horizontal line underneath the name.

With warm regards,

K. V. Subramanian  
Chief Economic Adviser