

# **G|SCORE**

**An Institute for Civil Services**

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## **IAS TOPPER'S**

## **TEST COPY**

# **MANIYA VERMA**

**AIR - 258  
(CSE 2022)**

## **ETHICS**



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1. Which should guide a police officer deciding to fire or not to fire on a protesting mob - 'deontology or consequentialism'? Give reasons.

Consequentialism and Deontology are approaches of Normative ethics which deals with the fundamental values and principles justifying moral judgements.

Consequentialism determines the ethics of an action by its consequences, results. The more good consequences an action produces, the better or righter that act was.

Deontology ethics is based on what people do and not what was the outcome of that action. According to it, we need to do the right thing because it is right & avoid the wrong thing because it is wrong.

A police officer deciding to fire or not to fire on a protesting mob has the ultimate goal of controlling the situation. Whether the officer fires or not, the end remains same, however the impact of the

Remarks

100%

April  
2019

end so achieved varies disproportionately with varying means. If the police officer uses consequentialist approach, the mob may be dispersed or controlled for a moment, however chances are high that the mob will protest again (maybe covertly). However if the officer uses deontological approach based on means justifying the end, and chooses not to fire but concede the grievances of the mob, the result might not be immediate but it will definitely lead to constructive solution.

The police officer should thus be guided by deontology because firing and hurting the mob goes against the tenet of freedom of speech and expression, however alternate means like tear gas, water jets can be used to justify the end, after all the duty of police officer is to protect people and not to fire at unarmed protestors.

But the  
not may  
result in loss  
of life and  
property too?

Remarks

4

While addressing the first batch of officers of the Indian Administrative Services, Sardar Patel stated that, ' You can best trust the Government to keep you content and happy so that you may give your best, but it would be unworthy of you to make that a condition of service' ✓ It means that one should work despite the challenging circumstances. Work should not be based on Terms and conditions, however work should be a moral obligation for which one is accountable to the self ✓

Civil servants must imbibe this principle because their work demands self less service. Being the executing arm of the government and most easily accessible link to the public at large, they are bestowed with enormous responsibility to act as agents of change. However if their work becomes dependent on prerequisite conditions of service, the very

Remarks

spirit of public service stands hampered then.

As Patel points out civil servants must be →

i) impartial & incorrupt ii) Integrity iii) Work without any expectation of extraneous rewards

iv) Sovereignty v) Spirit of Service

One should remember that they may give their best under content and happy circumstances, however when

this becomes a condition of service, work ethics

are bound to get ruptured and one might deviate from the true path of duty and devotion.

This is equally true for societies in general, moral

values and the spirit of 'esprit de corps' guided

by devotion and self accountability would help

societies progress and further perpetuate content and

happy situation for others, after all a 'society is as

good as it's people.'

Good. but also relate the statement with developing state of country.

Remarks

3.

Obedience is a form of social influence that involves performing an action under the orders of an authority figure. It is essential as an ethical code of conduct in administration to maintain an efficient chain of commands. ✓

It differs from compliance which involves changing one's behaviour at the request of another person and conformity which involves altering behaviour in order to align with rest of the group. ✓

Obedience as a virtue is always valued in an administrative hierarchy, however it may even turn to be a vice when orders are obeyed without logical reasoning or to fulfill one's vested interests. Inclination or biasness in implementing orders of superior without positive/constructive criticism leads to superficial progress. ✓

When Prof. Stanley Milgram conducted the 'Milgram Experiment' on obedience he found out that obedience

Remarks

of authority and over conformity to rules and orders to gain social approval without logical reasoning overwrites one's conscience and can lead to detrimental consequences.

Thus the value of obedience exists both as a virtue and vice and there is a need to find a golden mean which emphasises on the obedience of the orders of superiors accompanied with logical reasoning and accountability of the subordinate leading to positive criticism and opening new dimensions of developmental change as Albert Einstein quotes 'Blind obedience to authority is the greatest enemy of the truth.'

Good analysis.

44/2

Remarks

4-

Political neutrality infers that the bureaucrat is to do their task without any fear of, or favour to any political party, even if they have strong faith in any political thought.

2<sup>nd</sup> ARC in its report 'Ethics in Governance' highlights the importance of political neutrality.

However off late many bureaucrats have been seen joining political parties. The conduct rules debar bureaucrats from employment in any private organization before the two-year mandatory cooling off period, but there exists no such rule for joining politics.

Bureaucrats are attracted to politics mainly because of:-

- i) glamour and visibility attached to active politics
- ii) Lust for power
- iii) Platform to better serve citizens of the country.

This post-requirement expectation may affect the cherished value of non-partisanship in expectation of quid pro quo as when a serving bureaucrat having an inkling towards a certain party starts cultivating contacts at least five years in advance.

Networking with politicians was considered a cardinal sin at one point but has become almost a norm today to show the networking one is capable of.

But along with the demerits, there is a bright corner as well. Bureaucrats also join politics with an intent to make a positive impact on the nation. Their knowledge of government functioning & its limitations, their ability to express public opinion in an actionable form & better monitor implementation of government works & schemes may even lead to improving the quality of politics in the country.

However for the same, bureaucrats must not bias their ideology or policy framework towards a particular party. 'Fluid pro quo' behaviour is unacceptable.

There is in general no harm in bureaucrats joining politics, only the immediacy is what becomes problematic.

Whether it is power, policy making or paisa remains doubtful. However political neutrality as a value cannot be adjusted at any cost.

Remarks

very good!

4 $\frac{1}{2}$

S:

Whistleblowing refers to the process whereby a whistleblower (a person usually an employee) exposes information or activity within a private, public or government organisation that is deemed illegal, illicit, unsafe.

Ethicality of 'whistleblowing' depend on the perspective of a moral agent as some might consider it morally correct, however others might consider it ethically wrong.

Whistleblowers help fight corruption and ensure accountability amongst the public servants. As Edward Snowden quotes, 'The public needs to know the kinds of things a government does in its name. The consent of the governed is not consent if it is not informed.'

At times of crisis of conscience, a person who chooses to stand by their value becomes a hero for a better world and helps maintain morality in the society.

e.g Whistleblower IAS Ashok Khemka who challenged the Haryana govt for granting sweetheart land deals to Robert Vadra chargedheeted for low sales of seeds when he was MD of Haryana Seed Development Corp.

Remarks

Some others might consider whistleblowing as a facility to abuse organisations by malicious employees, but to achieve their personal grievances or grudges.

Others may consider it to be ethically wrong to speak against the secrets of one's organisation as it may lead to their marginalisation, force them out of public office, loss of public trust, or even harassment and murders (eg killing of Shaumugan Manjunath, Lalit Mehta).

Thus stringent laws in favour of whistleblowers, their protection & preservation of anonymity are needed.

The Whistleblowers Act 2014 ensures a systematic procedure for the authentication of public interest disclosures. However information under Official Secrets Act 1923 is excluded from its realm. Therefore strengthening the laws to encourage whistleblowers to act as per their conscience, however penalising the fraudulent allegations made is the need of the hour.

Remarks

↳ But what factors <sup>whistleblower</sup> shall keep in mind before acting?

3<sup>rd</sup>

**GS SCORE**

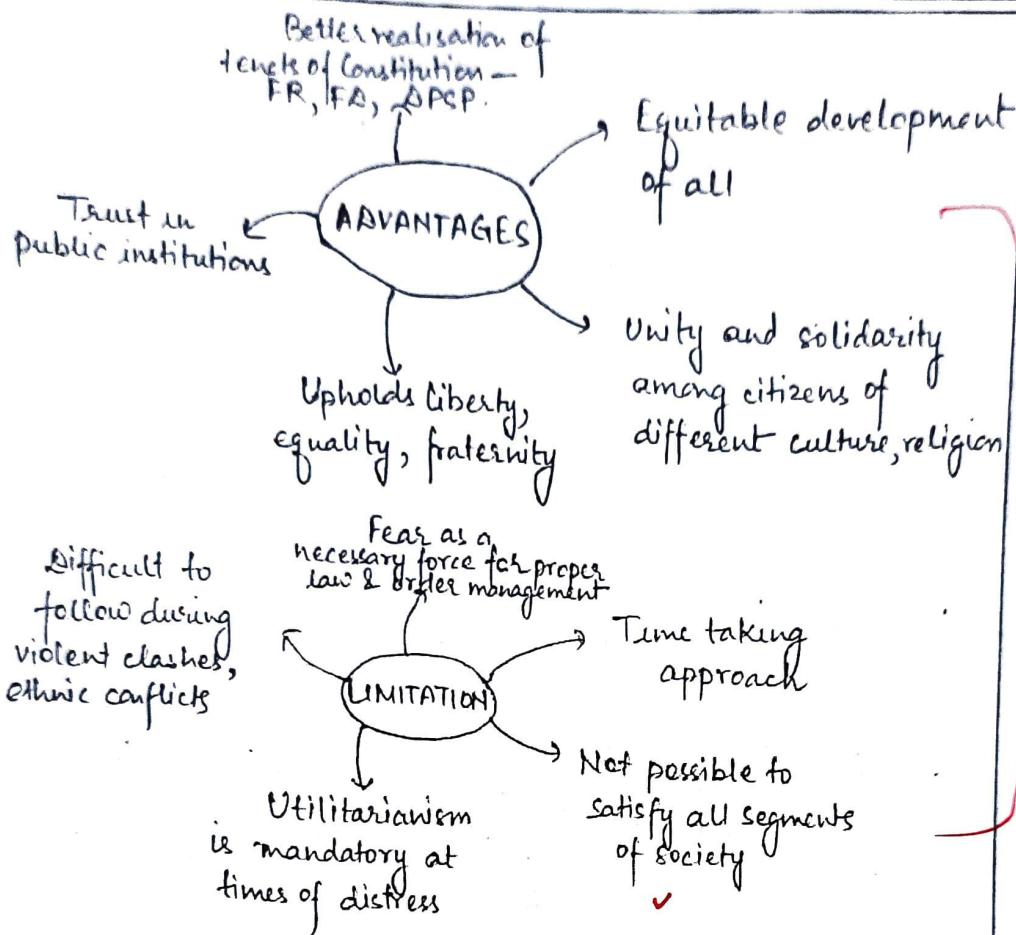
= Deontological approach of Normative ethics is based on what people do and not what was the outcome of that action. It is non-consequentialist as we can't show good outcomes to justify our actions. According to this, we need to do the right thing because it is right and avoid the wrong thing because it is wrong.

Immanuel Kant's Categorical Imperative states one should act in such a way that one could want the maxim of one's actions to become a universal law.

It plays an important role in governance and in maintenance of law and order.

For instance, tackling COVID-19 can't be justified by killing Corona patients intentionally (as in North Korea) OR development at the cost of environment degradation OR capital punishment as a means to inculcate fear among citizens for proper maintenance of law and order is not justified.

Remarks



Thus a contextualist approach can be used such that right and wrong depend on the situation. Apart from certain moral values which are universal, every other case is unique and deserves a unique solution.

37/2

Remarks

7

Persuasion means the action or process of persuading someone or of being persuaded to do or believe something.

It is a potent weapon in hands of civil servants as they have been bestowed with immense power to frame policies that influence a person's belief, attitudes, intentions, motivations or behaviours.

Persuasion can be used to —

- i) Create uncertainty — when audience strongly opposes persuader's view, the persuader may make the audience feel less certain that they are right.
- ii) Reduce resistance by asking public to recognize the validity of opinions different from their own.
- iii) Change attitude to conform to long term goal
- iv) Amplify attitude to strongly commit audience.
- v) Gain behaviour by getting them to act on their convictions.

Persuasion can lead to behavioural changes eg. Through the implementation of Swachha Bharat Abhiyan; promoting digital payments; innovation as against traditional thinking; cooperatives formation et al.

Remarks

However it may also be used as a tool by civil servants in the pursuit of personal gains, such as covert election campaigning to strengthen political network.

It can also be interpreted as using one's personal or positional resources to change people's behaviours

Persuasion should not be confused with manipulation for personal gain. Along with desirable goals, the skills to effectively influence the public is needed for proper execution eg promoting family planning with forced sterilisation with genuine motive but ineffective means

- Thus — the intent behind action.
- truthfulness & transparency
- Net benefit or impact

A prerequisite for better execution and developmental changes in the society.

Discuss & illustrate the role that may be played in social change like against dowry etc

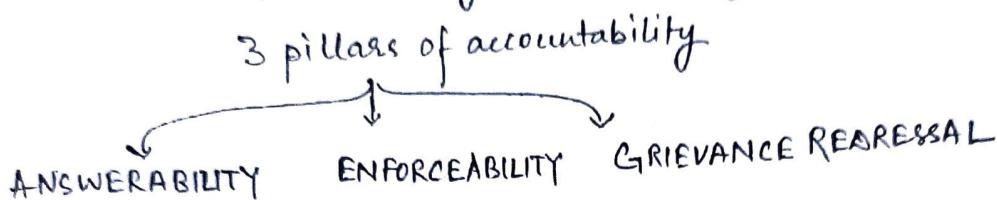
3

Remarks

8

Accountability means making the public officials answerable for their behaviour and responsive to the entity from which they derive their power/authority.

It brings legitimacy to public services and prevents public services from turning into tyrants ✓



In India; CAG, Election Commission, Central Vigilance Commission (CVC) act as oversight mechanism that help maintain transparency by implementation of RTI Act (2005), Social Audit under MNREGA, Prevention of Corruption Act (POCA), etc. ✓

RESPONSIBILITY — means accountability to oneself.  
It is a moral concept where person feels answerable to oneself outside legal provisions. ✓

It is more enduring than accountability because it is based on ethical reasoning as the person would always do the right thing even if nobody is watching.

Person assumes self ownership of own's actions & decisions.

*But it could be delegated*

Remarks

Public administration can be made more accountable to the citizens through —

- 1) Strengthening constitutional, statutory and autonomous bodies like CVC, Election commission, CAG.
- 2) Promoting transparency through proactive planning & execution.
- 3) Educate people about their rights, entitlements & provisions eg RTI 2005
- 4) Capacity building of stakeholder to question officials in discharging their official duties.
- 5) Effective implementation of laws like PMLA, PoCA et cetera.
- 6) Free and fair elections
- 7) Reinforcing Judiciary.

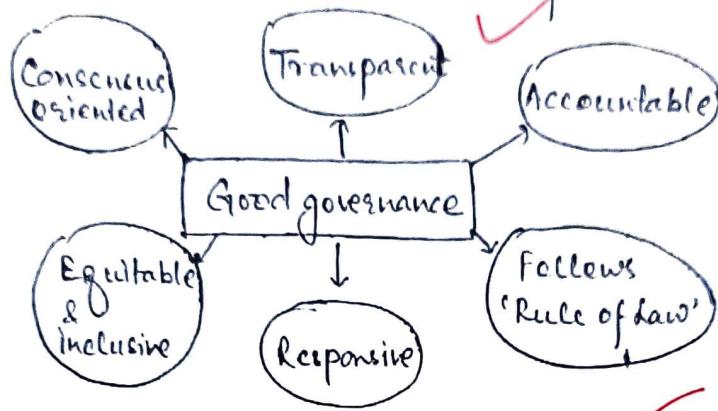
Thus responsibility and public accountability go hand in hand to make the system more accessible and clean.

3 hr

Q

Good governance is considered key to achieving SDG & human well-being. Explain.

World Bank defines Good governance as the manner in which power is exercised in the management of a country's economic & social resources for development.



Transparency and Information sharing form the two most important pillars of good governance (G.G) in a mature democracy as per ARC Report on Ethics in Governance.

G.G helps in achieving human well-being by conducting equitable-public affairs using —

- a) Bottom up approach via Gandhi Ji's vision of decentralisation. 73rd & 74th Constitutional Amendment Acts are right steps in this direction.

Remarks

- b) Social Audits as a potent tool in the hands of citizens leads to increased citizen partnership.
- c) Transparency of information to motivate citizens to exercise voice power.
- d) Effective Grievance Redressal Mechanisms eg PRAGATI Portal.
- e) Role of civil societies, NGO, mass media & citizens to enforce good standards of performance on officials.
- f) Using social media to increase civic engagement and promoting awareness drives.

Thus good governance is considered a key to achieving SDG by enhanced community partnership, awareness campaign, people centric schemes eg PM-JAY, MNREGA, Food Security Act 2013 by channelising resources to augment infrastructure and promote ease and accessibility leading to human well-being.

Good analysis.

4

Remarks

Q10 How can conscience act as a source of ethical guidance for bureaucrats, politicians and citizens in a democratic set-up?

Conscience refers to a person's moral sense of right & wrong, viewed as acting as a guide to one's behaviour.

While law focuses on principles of morality outside human beings, conscience is something within human beings that determines the morality of human actions.

It acts as a source of ethical guidance during conflict of conscience and interest.

→ Conscience as a source of ethical guidance for:-

1) BUREAUCRATS — They have to deal with gross root problems as well as political orders.

— Conscience helps in decision making.

— Implementation of laws & regulations

— Maintaining ideals of integrity, conviction, service

— It helps in making effective discretionary decisions

— In carrying out subjective responsibility

2) POLITICIANS — They are entrusted to be representatives of the citizens and are responsible for development of the society. Channelising the tax payers money for people centric infrastructure.

— Effective legislation & execution

— Conscience helps in gauging morality of actions

— Curbs corruption, vested interests

- Fosters accountability, transparency
- Helps in grievance redressal
- Building efficient infrastructure and not using tax payers' money for private interests.
- Inclusivity, bridge rural urban divide, merit based allocation of contracts.

3) CITIZENS — They make up the very society. They are responsible to abide by the tenets of Constitution, fulfill their fundamental duties and promote fraternity.

- Conscience helps in curbing regionalism, ethno-centrism, untouchability, racism.
- Conscience helps in choosing better leaders → Meritocracy and not casteism
- Not engaging in corrupt practices like giving or taking bribes
- Counter fundamentalism, terrorism, climate change.

In a democratic society that promotes liberty, equality & fraternity ; conscience helps in upholding these values by making practical judgements on the basis of morality.

✓ Good explanation.

4

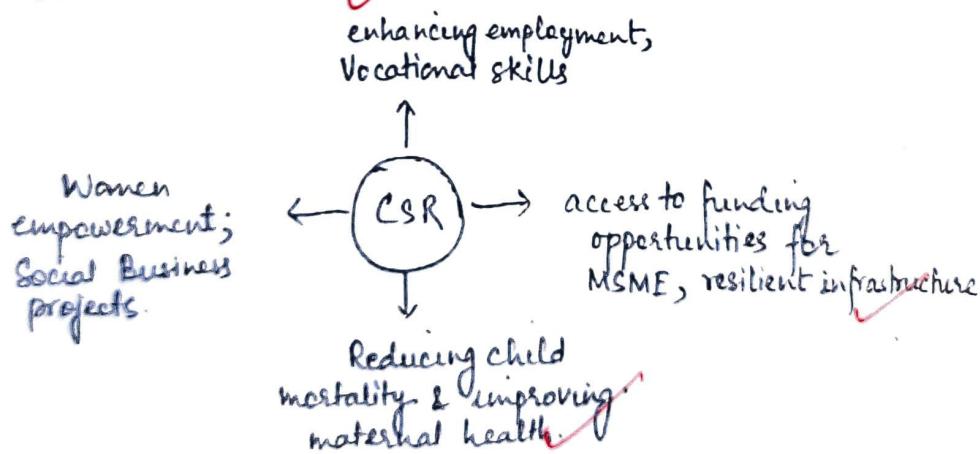
11

Corporate Social Responsibility (CSR) in general can be referred to as a corporate initiative to assess and take responsibility for the company's effects on the environment & impact on social welfare.

It is no longer a mere slogan or an idea as Companies Act 2013 encourages companies to spend 2% of their average net profit in the previous 3 years on CSR activities.

CSR activities help in tackling hunger & poverty, promote education, gender equality, environment sustainability et al. → fulfilling SDG.

Companies were also engaged in the vaccination drive in the rural areas



Thus CSR helps in reinforcing institutions for the welfare of public as a reversion of the benefits it made out of the society & environment.

## Challenges and issues faced in Implementing CSR—

- 1) Lack of community participation ✓
- 2) Issues of transparency
- 3) Non availability of well organised NGO's
- 4) Non-availability of clear CSR guidelines
- 5) Lack of consensus on implementing CSR
- 6) Need to build local capacities.
- 7) Narrow perception towards CSR initiatives.
- 8) Visibility factor. ✓

Explained very briefly.

Tata Group led CSR activities have led to women empowerment, rural community development. It provides scholarships & endowments for numerous institutions. Similarly ITC Group has created sustainable livelihood & environment protection program through e-Choupal program.

Hence CSR is an important initiative for welfare schemes for society & thus aforementioned challenges must be efficiently dealt with proper code of conduct

4

12

Objectivity means being guided by the evidence and considering an event will be closer to the truth, the more supporting evidence it has.

Objectivity is sticking to the facts — ✓ the evidence.

A public office enjoys legitimacy and public trust because the responsibility and authority it carries are not arbitrary.

(Max Weber's Legal-Rational Authority). Hence it is necessary that a civil servant's decision is driven by rationality of facts rather than biases.

Civil servants should make choice based on merit while carrying out their duties for eg. making public appointments, awarding contracts and recommending individuals for rewards and benefits.

Impartiality refers to the fact of not supporting one person or a group more than the other. It simply means not taking any sides.

Civil servants commonly deal with taking decisions and hence cannot prioritise one person over another just because of their personal preference.

For civil servants impartiality works at two different levels — i) political impartiality  
ii) public impartiality.

A civil servant is the executing arm of the government. Their conduct largely defines the societal moral outcome. Acting as the mediator between the public at grassroots level and the leaders/politicians, they must ensure fair, just, objective and equitable division of resources. Their decisions must be reasonable and intelligent.

They are the role models, many people look at in pursuit of change for the betterment of the society.

When they become unethical, the society at large is exposed to the risk of moral degradation and superficial progress.

Nolan Commission mentions attributes which are must for the proper execution of public affairs —

Objectivity, Selflessness, Integrity, Accountability, Openness, Honesty and Leadership

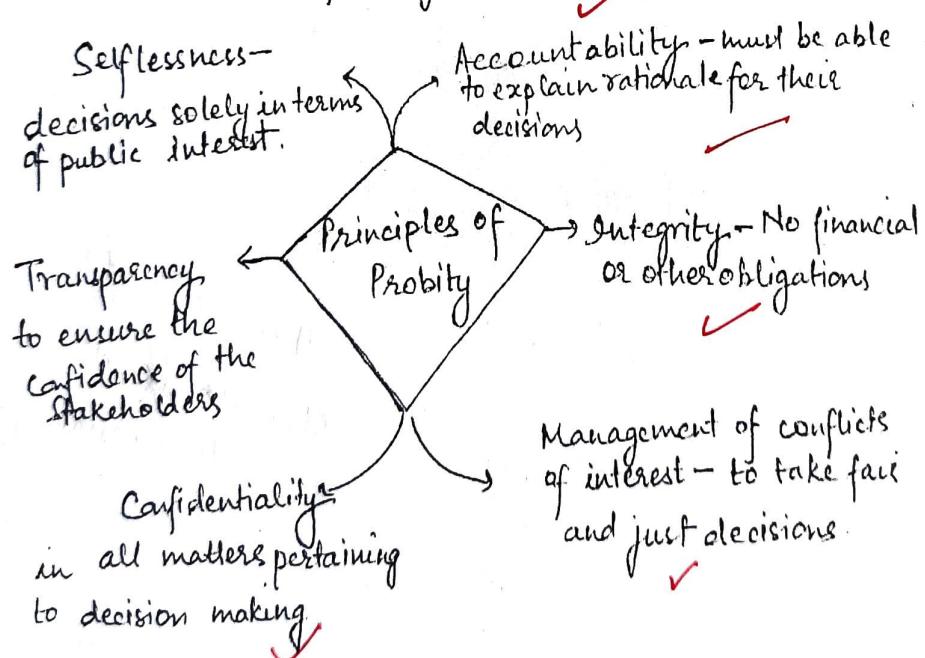
As the Iron Man of India puts it, 'Surajya' to 'Surajya' is the need of the hour.

very good!

13 Probiity originates from the latin word 'probitas' meaning good. It is the quality of having strong moral principles and strictly following them - it is confirmed integrity.

Probiity in Governance is concerned with propriety and character of various organs of the government as to whether they uphold the procedural uprightness, regardless of the individuals manning these institutions.

While the doctrine and principles of probity are clear and well defined, giving a concrete shape to implement them is the task of the government.



Probity also accounts to being incorruptible as 2<sup>nd</sup> ARC in its 4<sup>th</sup> Report states, however it is so deeply entrenched in the system that most

people regard corruption as inevitable and any effort to fight it as futile.

MEASURES needed to be taken to ensure probity:-

- 1) Legislative and administrative measures eg: Prevention of Corruption Act and its efficient implementation.
- 2) Enactment of Right to Information Act 2005 for proper dissemination of information.
- 3) Whistleblowers Protection Act 2014 - Strengthening & expanding its ambit
- 4) Check on Benami Property transaction and illegally acquired assets.
- 5) Enforcing and consolidating vigilance bodies like CNC, PMLA.
- 6) Capacity building for institutions of the Lokpal & Lokayuktas.
- 7) Strengthening criminal judicial system

*But whether just  
strong laws sufficient  
to ensure probity.*

Probity helps in ushering good governance which not only leads to effective use of public resources but will also lead to higher socio-economic growth and human development.

34/2

## SECTION - B

14 Being the education minister, it is my duty to elevate the level of education and the morale, ethics and systematic implementation of reforms related to it, beneficial for all stakeholders.

a) Being the representative of the public, it is my duty to respond to the public concerns regarding ungracious attires of teachers.

As an individual, a woman has the right to wear what she pleases, however, in an educational institute, it becomes necessary to follow an ethical code on dressing. Decency in dressing is necessary to legitimise authority. Since it is leading to indelible mark on the impressionable minds of the adolescent students, I would —

i) Frame a code of conduct and code of ethics for educational institutes.

ii) Professionalism in the workplace.

iii) Sensitivity training of the teachers.

iv) Frame out an effective Citizen Charter.

b) Dressing is indeed a matter of personal choice as the Constitution of India itself mentions the freedom of expression. One is allowed to wear whatever one pleases. But the moment, an individual joins an organisation, it becomes imperative to follow

the ethics and conduct prerequisite to successful achievement of the goals of any organisation for

e.g. On a fashion design warehouse one may justify their party-type of attires but in an educational institute, the dressing sense must suit the environment ✓

Professionalism is the key to ultimate realisation of goal.

(c) Quality of education does matter, however education is not just limited to textual knowledge and scoring good marks; what matters is the application of that knowledge in real life.

By following a proper dress code, teachers inculcate discipline, respect and professionalism in students. It helps in legitimising authority and an overall development of children. ✓

Contextual knowledge enables them to accommodate and adapt to different situations in life.

(d) It is not possible to satisfy everyone, supporters & critics are present everywhere.

Arguments in favour of dress code

- 1) Ensures professional ethics.
- 2) legitimise authority
- 3) Positive impact on student's behaviour
- 4) Prevents dress based discrimination of perception of students about their teachers.

Against dress code that you think is the way?

- 1) Against freedom of conscience & expression.
- 2) Dress is nothing in relation to learning of students
- 3) Some cultures may find the attire appropriate.
- 4) Hinders individuality & liberty of thoughts.

8

However to bring everyone on the same page smoothly and satisfactorily remains the task of the education minister.

15. A public official should maintain probity, transparency and accountability in their action. They should use public fund for social development and not for filling their pockets.

a) The ethical issues involved in this case includes →

- 1) Breach of duty — The Excise Superintendent is responsible to monitor goods and maintain legal transportation of goods in the supply chain. However he is seen bringing money ~~every day~~ that may be derived from corrupt practices.
- 2) Conduct against professional ethics — The official is seen <sup>returning</sup> home drunk every evening. This leads to degradation of values at the workplace.
- 3) Lack of accountability — The official must maintain the right conduct of actions. However with no one to question him, he may misuse his position.
- 4) Moral turpitude — Being an official, he must be able to positively influence the society by following right conduct, however he is setting the wrong example not only for the society but his own son.
- 5) Conflict of conscience for son — Since the son is aware of the behaviour of his father and also aware of the corruption in the society via newspaper reading. Given that he has developed a repulsion for corruption, should he speak against his father and put his father's job and image at risk.

also from angle of boy

b) The boy must first find out if the money so brought everyday, is by <sup>means of</sup> corrupt practices and if his drinking habit is outside the workplace or not.

If the father is a habitual drinker, the boy must

- Talk to his father during daytime.
- Try to explain the demerits of excessive drinking and corresponding health loss.
- Make him aware of the various stories about corruption in the newspaper and the legal consequences for the same.

*How he could try to communicate*  
*try to communicate since*  
*incorrectly, since*  
*he may be scared*  
*of talking directly?*

Try to convince his father by exposing all penalties and punishment linked with corruption

Talk to his mother or any other respected and trustworthy elder and persuade them to talk to his father.

Ask his mother to <sup>consult</sup> father's friends in the workplace and encourage them to persuade his father

Public officials are bestowed with enormous responsibility and power. They must utilise the same for the welfare of the public. Misappropriating one's position may lead to degradation of morality in the society.

8

A Citizen charter is an expression of an understanding between citizens and provider of a public service with respect to the quantity and quality of services essentially about the rights of the public and the obligations of the public servants.

a) In this case, the reasons of failure of the Citizen Charter can be attributed as —

i) Reluctancy of the subordinates —

Since the subordinates are the working arm of any organisation, it is essential to take cognisance of their views, suggestions and participation.

ii) Motivation of the Subordinates —

Since the workers were reluctant about the Charter but only agreed by seeing the positive attitude of their Head, it is uncertain that they remain motivated in the long run. The charter must be employee led to foster excitement for work.

iii) Address problems before implementation —

The head should have taken notice of the challenges beforehand. Active engagement & not mere textual theory. For instance, not replacing the key functionary depicts the vacillation of the head.

iv) Hurry in implementation of the Charter — Change and adaptation to reform is a gradual process. Hurrying only leads to sub-optimal solutions.

*big promises  
etc.*

- (b) The ideal course of action should have been—
- Consult public and infer their requirement and expectations. — Take suggestions.
  - Consult subordinates. Open discussion. Address different dimensions.
  - Motivate employees to suggest solutions.
  - Make them major stakeholders and accountable for their actions.
  - Framed out a Citizen Charter. Active engagement in the working of the organisation.
  - Regular motivation and incentives to encourage employees.
- proper research work  
or capabilities etc.*

### (c) CITIZEN CHARTER

**Vision** → Better everyday life for people by ensuring regular supply of clean water

**Mission** → To improve the quantum and quality of water supplied.

**OUTCOME DESIRES** → Quality of water; Regular supply of water; Infrastructure development to ensure the same; Inculcate responsibility in the organisation & among people.



8

17

It is very important to maintain a work life balance not only in public service but all other sectors.

Work-life balance leads to motivation which further perpetuates innovation and when incentives, rewards and recognition are given; a new sense of fresh mindset and devotion to duty develops.

Work must be equally distributed. While overburdening one and sparing others can lead to detrimental consequences for the organisation, it also leads to depression and lowering of morals.

- a) In this my suggestion to the bureaucrat would be -
  - i) Talk to immediate senior - Since the bureaucrat is an honest and reliable employee, the senior might help him to overcome his grievances.
  - ii) Talk to senior officer - The bureaucrat must highlight his grievances and convey his personal problems while also highlighting his work record.
  - iii) Take medical leave and return only after he feels better.
  - iv) Take Voluntary Retirement Scheme (VRS) and focus on his family and personal needs.
  - v) Name and shame the internal structure of organisation - overburdening the honest employees while favouring/sparing those that maintain personal liaison with seniors.

b) The merits and demerits are listed below—

(1) Talk to immediate senior:-

Merit

- Since the senior is aware of his work record, honesty, he would understand his dilemma.
- He may consult his seniors' and fellow officers to not overburden the bureaucrat taking cognisance of his personal problems.

Demerit

- Time taking chain of commands
- The senior officer, senior even to the bureaucrat's senior may not agree

(2) Talk to senior officer.

Merit

- Easy and relatively fast approach by overlooking intermediate officers.
- Reduce his workload.

Demerit

- Violating chain of command.
- Immediate senior may become angry
- Hard to talk casually

(3) Medical leave

Merit

- It can be utilised to deal with his mental stress.
- No tension of work-life.

Demerit

- Giving up to the illicit practices in the office
- He may be overburdened again once he returns

(4) Take early VRS

Merit

- Free from hectic work schedule
- Devote time to family

Demerit

- Financial loss
- The loss of an effective officer
- Can be considered as giving up one's conscience; corruption wins!

Demerit

(5) Name and shame

Merit

- Garner support for his condition
- Will lead to reduced workload.

Demerit

- Reduced public trust in the organisation
- Confidentiality issue
- Seniors may become angry  
→ Risk to Job (Public relations affected)

Discuss steps for  
work-life balance &  
mental health etc.

84

18 In any developmental organisation, public interests must not be hampered by private relations.

Professional code of conduct requires officers to follow the organisation's code of conduct & code of ethics to bring developmental change. Private relations & vested interest only lead to degradation of work ethics.

Since X is the head of the organisation, it is his duty to ensure that water supply schemes do not get delayed.

Also Y and Z are two of the working hands. Effective cooperation and coordination is necessary to bring useful changes.

X must thus resolve their differences. To do the same he must →

① Find out the reason behind their deteriorating friendship ties. → He must try to reconcile them both. Since they were good friends earlier, it is certain that an apology by one of them would sort out the issue. For the same X needs to dig deep into their reasons of differences.

② Chart out a code of conduct and a citizen charter for the organisation → Clearly mention that the vision and mission of the organisation demands that public relations should not be hampered by private relations.

③ Training sessions → highlighting the need of cooperation, coordination, work ethics, team spirit, participatory exercises. It should be conveyed that sidelining public interest and welfare due to vested interests would be punishable.



④ Talk to Y & Z individually — Address the need for professionalism in workplace.

Highlight the vision of organisation.

Make sure that they understand that delaying schemes would be challenging for the public & the organisation's image. Welfare of people would be affected.

⑤ Talk to Y & Z collectively — The Head should make it very clear to both of them that deviating from the goal of public welfare due to private clashes would invite punishment.

Ask them to resolve their issues and make sure that work is not delayed. Highlight to them that they are the 2 wheels of the organisation's wagon and that without their coordination, the entire organisation has to suffer.

Could threats or transfer etc be used?

19

Public utilities and public spaces are made by the government using taxpayers' money. Although people have a right over public spaces and access to better public utilities; they also have a duty to help in the proper maintenance of these public spaces.

As the constitution mentions that Fundamental Rights and fundamental Duties go hand in hand; similarly in the public realm, rights must be accompanied with duties.

- a) The ideal way to deal <sup>with</sup> and manage the quality of public utilities:-
  - 1) Introducing Behavioural ethics in the public through legislations. e.g. Swachha Bharat Abhiyan; leading by example by using renowned personalities to spread awareness e.g. Amitabh Bachchan's Darwaza Band Ad.
  - 2) Awareness campaign led by civil society to inculcate a sense of moral obligation in the citizenry e.g. Asti Tarakki campaign.
  - 3) Civil policing to check deviant behaviour in the public spaces.
  - 4) Utility charges to imbibe a sense of duty to protect the public spaces. Using the charges for maintenance and upgradation.
  - 5) CCTV cameras to monitor the effective usage of public places.
  - 6) Highlighting a sense of moral obligation among tax payers by using posters thanking tax payers for their contribution in building public spaces.

7) Using social media platforms to inculcate sense of moral duty. Celebrities, leaders can come forward and praise efforts of civil societies, individuals working for the same cause.



b) Utility charge is a better option. However it carries with it certain pros and cons. Though utility charges will imbibe a sense of responsibility ; the charges so collected can be used for upgradation and maintenance of public spaces.

However not everyone would be able to afford the charges.

It goes against Article 14. Also the tax payers may question the authorities against dual payment (tax + utility charges).

Also by paying charges, people would feel that the public spaces are their private properties & hence they can justify unjust behaviour.

For a populous country like India, the best option would be to drive behavioural ethics as it would lead to permanent success in the long run.

However meanwhile, the spaces which are located in populated areas and are more susceptible to damage can charge utility fees.

However citizenry must remember the ideals of Constitution and act as good citizens by fulfilling their moral obligations of Fundamental Duties.

Good approach!

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