



An Institute for Civil Services

IAS TOPPER'S

TEST COPY

NISHA

RANK - 51

**ETHICS INTEGRITY & APTITUDE
TEST - 10**



www.iasscore.in

ETHICS INTEGRITY AND APTITUDE

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"> There are Nineteen questions divided in Two Sections. All questions are compulsory. The number of marks carried by a question/part is indicated against it. Keep the word limit indicated against the questions in mind. Answers must be written within the space provided. Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		

102 1/2

1. Invigilator Signature _____

2. Invigilator Signature _____

Name NISHA

Roll No. _____

Mobile No. _____

Date _____

Signature _____

REMARKS

GS SCURT
GS Mains Q&A Test Ser.

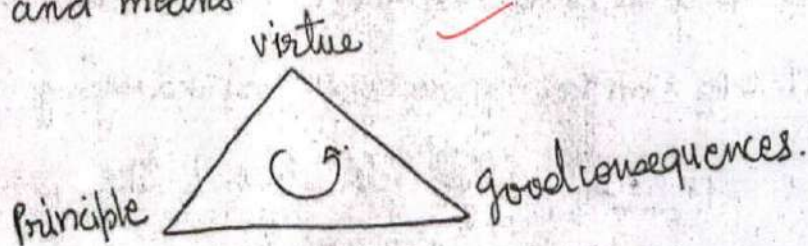
Section - A

Q1. Administrators must perform their duty to promote public welfare 'by seeking a balance between virtue, principle and good consequences'. Explain and illustrate.

(150 words) (10)

Arthashastra, the magnum opus by Kautilya is the excellent work on detailed analysis of statecraft where Kautilya propounds in the happiness of the public lie the happiness of the king.

This balance is achieved by balancing flexibility and rigidity, democracy and bureaucracy and ends and means.



- Forms the three cornerstone of promoting public welfare.

- Principle and good consequences -

aims to achieve the balance between means and ends.

Sometimes principles are modified to achieve good consequences

Eg- flexibility with documents (principle of procedure is compromised to feed the hungry. (good consequence))

Law is followed in its spirit and may be compromised in its procedures.

Remarks

However sometimes even though an action may bring good consequences by modifying principle antithetical to ethical values i.e. for instance using black money for public welfare - may bring good consequence in short term but principle of integrity is violated.

- Virtue and principle & good consequences

Virtue is the final value achieved i.e. human dignity.

- ✓ Thus principles form the procedural and underlying philosophy.
- ✓ good consequences are the ends achieved like good health, education, poverty alleviation.
- ✓ virtue is end in themselves i.e. human dignity.

Thus together these three form the trio of the virtuous triangle of good governance and balancing them achieve human welfare.

Discuss whether these comes into contact with each other. And how to balance it.

(3½)

Remarks

Q2. What do you understand by 'conflict of interest'? Do you think 'enlightened self-interest' can help one resolve this conflict? Argue and illustrate. (150 words) (10)

Human beings are complex being and often in their personal and professional life face conflict of interest.

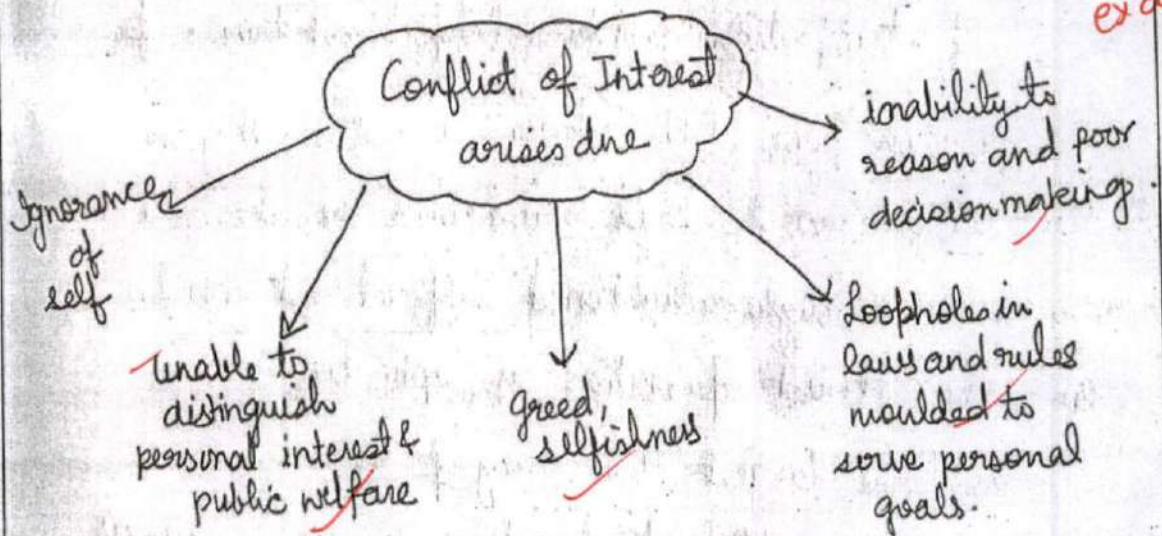
Conflict of Interest is the situation which an actor.

has to choose between two conflicting values, thus the individual faces a dichotomy in decision making.

An enlightened soul would be able to overcome

conflict of interest through reasoning.

How is it different from ethical dilemma.
Give some example.



Thus conflict of interest can be resolved through objectivity, upholding integrity in all situations.

Remarks

Enlightened self interest can help resolve the conflict in the following way:

- Enlightened self interest guide the individual that his personal interest and public welfare are not dichotomous but they are harmonious.
- Promotes critical analysis and objectivity
- avoids the dilemma in decision making.
- Self introspection and knowledge about true self.

Good explanation.

Inspiration from T.N Seshan, is noteworthy in illustrating, how he ~~lead~~ maintained the strongest conviction through enlightened self interest which lie in the interest of Nation in upholding the success of the largest democracy of the world. He resolved his conflict of interest i.e. undue influences from political class by upholding objectivity, integrity courage through enlightened self interest.

(4)

Remarks

Q3. Explain the difference between 'bureaucratic attitude' and 'democratic attitude'. Do you think 'social audit' can bridge the gap between the two? (150 words) (10)

Bureaucratic mindset is the biggest colonial legacy India inherited from the British colonial masters which it is attempting to replace with 'democracy' by empowering masses.

Difference b/w Democratic and Bureaucratic attitude :

⇒ Bureaucratic attitude is top down approach of governance whereas democratic attitude is bottom up approach.

⇒ Bureaucratic attitude is status quoist eg: failure of PRI (Panchayati Raj Institutions) in early years whereas democratic attitude is change oriented.

⇒ Bureaucratic attitude believes in rigidity of rules however democratic attitude considers rules as means to achieve the end of human welfare thus it maintains both rigidity and flexibility.

Remarks

⇒ Bureaucratic attitude considers people as beneficiaries of services however democratic attitude believes in active participation of people in governance. act

Do you think
bureaucratic
attitude
disregard
collective
wisdom
& knowledge?

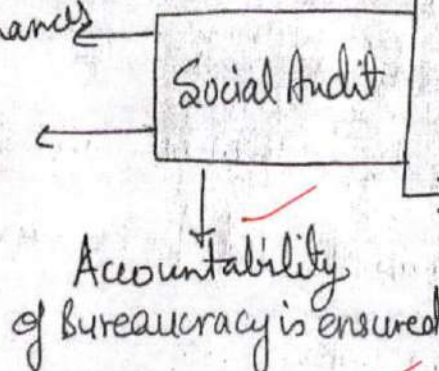
⇒ Bureaucratic attitude is demos restraining whereas democratic attitude is demos enabling.

In words of Amartya Sen Democratic attitude of governance is expansion of freedom of people, enhancing their capabilities - eg. through Education, Healthcare, democratic decentralisation

Social Audit - can bridge the gap b/w two : as

Corruption reduces
transparency enhances

Power is
decentralised



people see themselves
as an exgr intrinsic
part of governance

explain
what is
social
audit

Thus we should strive to bridge the gap b/w democratic and bureaucratic attitude constantly.

Remarks

Q4. Dedication to public services can be cultivated only by treating public services not as a profession but as a calling. Do you agree? (150 words) (10)

Dr B.R. Ambedkar ~~was~~ predicted the success of any model of government depends upon the people who man its institutions. However perfect be any constitution it all depends on those who implement it.

Dedication to Public Service is the goal & envisioned in our constitution. Dedication ~~can be~~ cannot be manufactured over night or over months but it has to be cultivated, enriched, to be watered like a plant.

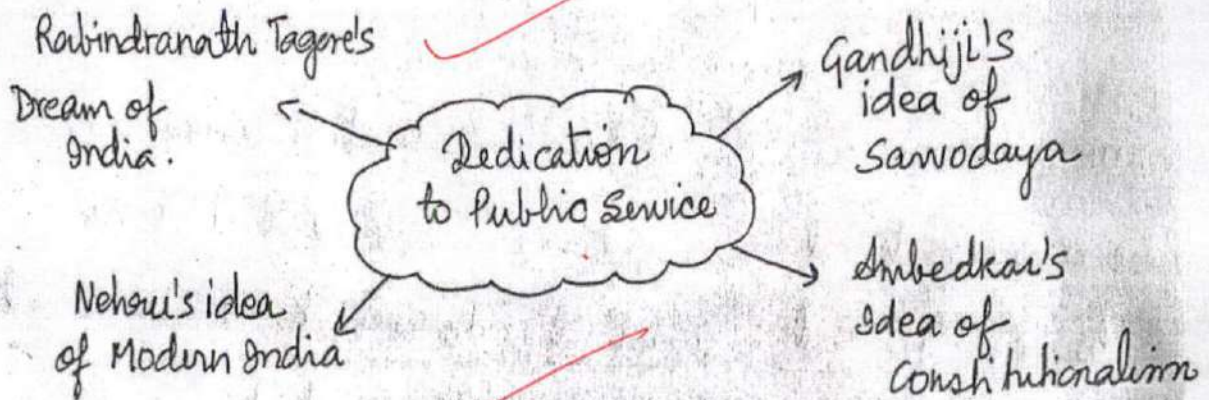
It then grows to yield the fruit of public welfare. Hence Public Service is ~~a~~ not a profession but ~~are~~ the foundational idea, the calling of our constitution to its leaders.

The officials of Hitler regime looked at the orders of Hitler as the requirement to be fulfilled in their profession. They would have avoided the holocaust if they would have dedicated to public service and listened to the 'calling'.

Remarks

Discuss the difference between the approach of calling & profession.

Public Service also is not a profession merely to earn money but its intrinsic value of serving the last man should be the inspiration for its aspirants.



Thus only by looking at public service as a calling to devote yourself in the service of others ~~as~~ one can be dedicated to public service.

As ~~per~~ after all, public service requires an officer to go beyond call of duty and to think beyond himself and thus is wider than a profession.

Good explanation

(4)

Remarks

- Q5. What do you mean by 'Ethical Dilemmas'? You are a police officer and your bodyguard has once saved your life by putting his life on risk. He has taken Rs. 500 from a person to help the man to get a favorable recommendation from you for grant of an arms license. Another police personnel has told you about the matter. The case of arms license is genuine and your bodyguard makes a request to do the same. What will be your response? (150 words) (10)

Ethical dilemmas are common in day to day work of an officer of public service.

Ethical dilemma is situation in which the person has to make a choice between two equally important ethical values. one finds it difficult to choose over the other.

Ethical dilemma arises when people ~~is~~ give different preferences to different values and one finds difficult to decide which one compromise.

The ethical dilemma faced in the given situation by me, as a police officer is between reciprocating to a person (bodyguard) who saved my life at his life's risk v/s to grant ^{arms} license to a person from whom the bodyguard has taken Rs 500 as a bribe to get the work done.

Remarks

However dilemma would be resolved by me as follows:

- (i) Granting arms license to a person without due verification and documents ~~was~~ could threaten other's lives.
- (ii) Bribes / gift / donations to get work done is unethical in toto and would not be permissible.
- (iii) I would be forever indebted to the bodyguard to protect my life and doing his duty with full integrity and dedication and he has earned my ~~own~~ respect, however reciprocating in material benefits is against the professional integrity.
- (iv) The bodyguard may not go beyond his call of duty next time, however there are certain Cardinal virtues that should never be compromised no matter what.

Thus I would decline the request and would not succumb to corruption by resolving the ethical dilemma listening to inner voice through objectivity and integrity.

What action
you would
take against
your body-
guard?

very good analysis

4½

Remarks

Q6. Explain the difference between "political neutrality" and "program neutrality". Which of these is expected from a civil servant and why? (150 words) (10)

Political neutrality is considered as a significant value for the independent functioning of the civil servant.

Political neutrality refers to the value of non partisanship of civil servants towards the political

Master in power i.e. Political Party in power - the temporary executive.

Without political neutrality a civil servant would not be able to do unbiased decision making.

If a civil servant is politically not neutral he cannot uphold rule of law and serve the public interest.

Even the Constitutional designers were aware of the dangers of political biasness of the civil servant, hence they provided for strong and independent All India Services.

Political neutrality help dismantle the nexus between bureaucrats - political class - Business class.

The Civil Services Conduct Rules also provides for the basis of Political neutrality.

Remarks

Program Neutrality on the other hand is status
quoist approach towards governance.

It hinders the valuable input by the civil servant
when they feel that a particular political 'programme' is
not in public interest.

Discusses
the importance
of
free & fair
advice
by civil
servants.

Sardar Vallabhbhai Patel asked the Public Servant, that
he did not ^{want} officers to always say 'Yes Sir' but he also
wants 'NO' and thus he added dynamism in governance.

The steel frame of the country should be
politically neutral, but program neutrality goes against
the aspect of good governance!

Civil Service Code thus asks for upholding
principle of political neutrality and not program neutrality.

But consider
civil servant doesn't
agree with any
particular program. what
shall it do, after giving
opinion.

4

Remarks

Q7. "The ethical obligations to uphold the law requires that one subjugates one's personal beliefs (i.e. one's own sense of morality) to discharge the duties of the office." Do you agree with this prescription? (150 words) (10)

Personal beliefs often forms the lens through which one understands the reality. They are formed due to upbringing, socialisation and peer group. These refer to person's own sense of morality about the rightness and wrongness of an action.

Laws on the other hand are product of collective wisdom and they act as prescriptions to govern a society efficiently and effectively.

For instance, a person might believe that homosexuality is a immoral and should not be allowed due to his conservative mindset which is product of his socialisation but Law; after decriminalisation of 377 considers homosexuality as natural and not a crime.

Thus there is often divergence between ~~what~~ person's belief and the principle of law.

Remarks

Thus to uphold ethical obligations i.e. to act without prejudices, personal biasness an officer requires to shun his personal opinions if they are not in accordance with the law.

His personal opinions hinder him to discharge the duties of the office without discrimination and thus he cannot uphold rule of law.

Judges are often criticised to give judgements based on their personal sense of morality, their own understanding however if there is conflict of interest or an ethical dilemma, judges are advised to recuse themselves to uphold the rule of law.

But don't you think that some times in exceptional situations laws may be sidelined?

Thus to discharge the duties of office in accordance with ethical obligations one requires to look at things objectively, facts of ground, without personal biasness, through consultation thus upholding rule of law.

very Good explanation

(4½)

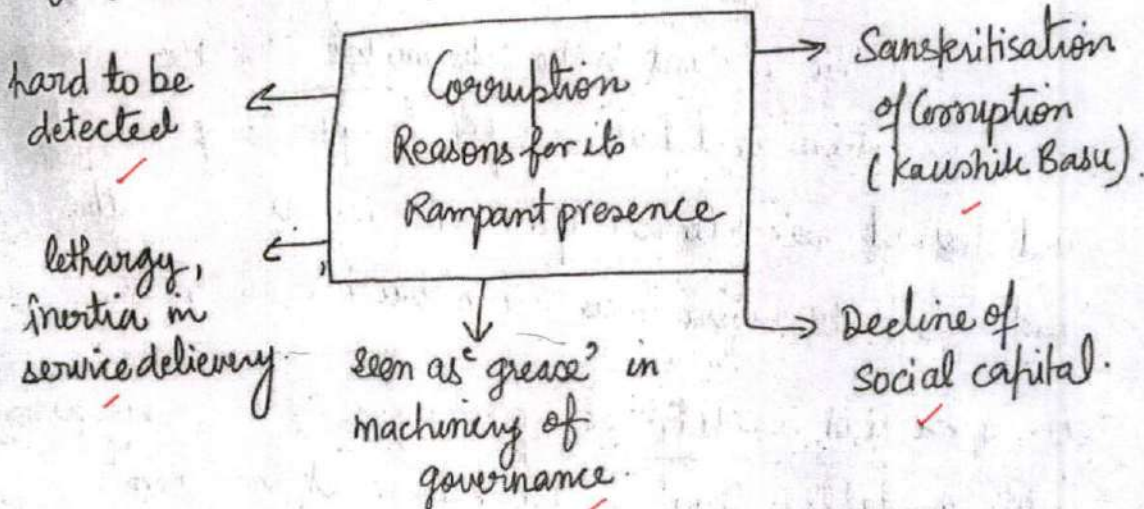
Remarks

Q8. Reasons of corruption in public life can be traced to a poor understanding of role obligations of public servants. Explain. (150 words) (10)

Lok Niti study demonstrates the increasing instance of corruption, elitism and irresponsible behaviour in civil servants.

Introduce the sole obligation of public servant

Corruption implies the use of public office, public funds to fulfil personal interests and is the result of greed and unethical behaviour of the office holder.



All these factors reflect that corruption breeds due to poor understanding of the role of Public Servants :-

(i) Public Service is not a ^{mere} profession but it is huge responsibility to serve the public above of personal interests.

Remarks

(ii) State apparatus in India is 'overdeveloped' hence bureaucracy deals with a lot of funds but public is the ultimate owner of the funds and using them for personal interest is the breach of duties of office.

(iii) Role of Public Servant is beyond their transactional service delivery, they are the leaders who man the institution which ultimately is the success of India's democracy.

(iv) A Public Servant is the role model for the coming generation and his example of upholding integrity and does not resort to corrupt means instills a faith and love for the nation thus public trust is ensured.

Good explanation!
(v) A Civil Servant lead by example if he is transparent and accountable, officials under him would also then look beyond their private interests.

(vi) Role of Civil Servant is to act as means for Gandhi's idea of SARVODAYA and SWARAJ, they are responsible to enhance the freedom of people not by corruption but by serving the people by understanding this responsibility. As it is rightly said with big powers comes big responsibilities.

Remarks

Q9. "Conscience is to law as a brush is to paint." Reflect upon the significance of conscience as a source of ethical guidance. (150 words) (10)

There is a higher court than the court of justice, that is the court of conscience. It supersedes all other courts. When there is contempt of this court, person experience moral crisis, explained Mahatma Gandhi.

Conscience refers to the inner moral voice of the individual; it is voice of the inner soul and thus is the closest friend of a person as it act as a lamp when there is darkness to be dealt with.

Conscience is the fundamental virtue of the humanity and through hearing the voices of conscience a person humans have evolved, prospered and established mechanism to rule themselves.

Just as brush is used to paint a picture similarly through the voice of conscience, humans have evolved laws to ultimately govern the society and thus paint the picture of human society living in harmony and with peace.

Remarks

Explain briefly the relation between law & conscience.

Conscience as a source of ethical guidance:

- (i) to uphold human dignity.
- (ii) individual conscience combined together for whole society reflects collective value humanity believes in.
- (iii) Strong moral force to the laws and ethics.
- (iv) ~~to~~ promote kindness, harmony, peace. *Discuss who have conscience help in implementation laws etc for civil servants.*
- (v) Introspection whenever in dilemma.
- (vi) Aquinas called Conscience as the Cardinal virtue source of ethical guidance.
- (vii) Strong voice of conscience help resolve ethical dilemmas and ~~to~~ avoid conflict of interest and it is strongest ~~force~~ source for the individual for courage, conviction and integrity.

Thus Conscience is what makes us human and humane and act^{as} strongest source for ~~go~~ ethical guidance.

Remarks

Discuss whether conscience could be sole source of ethical guidance.

Q10. "Integrity means earning and sustaining public trust by using powers responsibly, for the purpose and in the manner for which they were intended." Explain this statement. (150 words) (10)

Integrity is the most significant value in human life, as it is following and adhering to principles in which one believes in, even when no one is watching. ✓

Civil Servants are bestowed with a lot of powers and only when use this power responsibly they can discharge their duties. The purpose of power would be defeated if they utilise their powers for personal interests and thus cost public faith in the government. ✓

The strong force that hold these powers together and act as guiding light for the intended deployment to human welfare is Integrity. ✓

Warren Buffle, the famous American Businessman said without integrity, the professional competency of the individual becomes nothing. ✓

Remarks

Importance of Integrity:

- Transparency and accountability in governance thus sustaining public trust.
- 'Do not resort to corrupt means thus public welfare supreme virtue
- empowers an individual to go beyond call of duty
- Strong Moral force - help in decision making.

For instance, an officer with strong integrity cannot be threatened ^{by} ~~against~~ false charges and allegations by anyone and he can proceed with taking strict actions as per the demand of situation.

Also discuss why it is important that the due process is used for achieving consequences?

→ An officer with strong integrity enjoys public trust thus the community cooperate with him whenever the need arises - during Pandemic, disaster management.

Thus integrity coming from word 'integer' meaning 'whole' without which no individual can be his complete and true self.

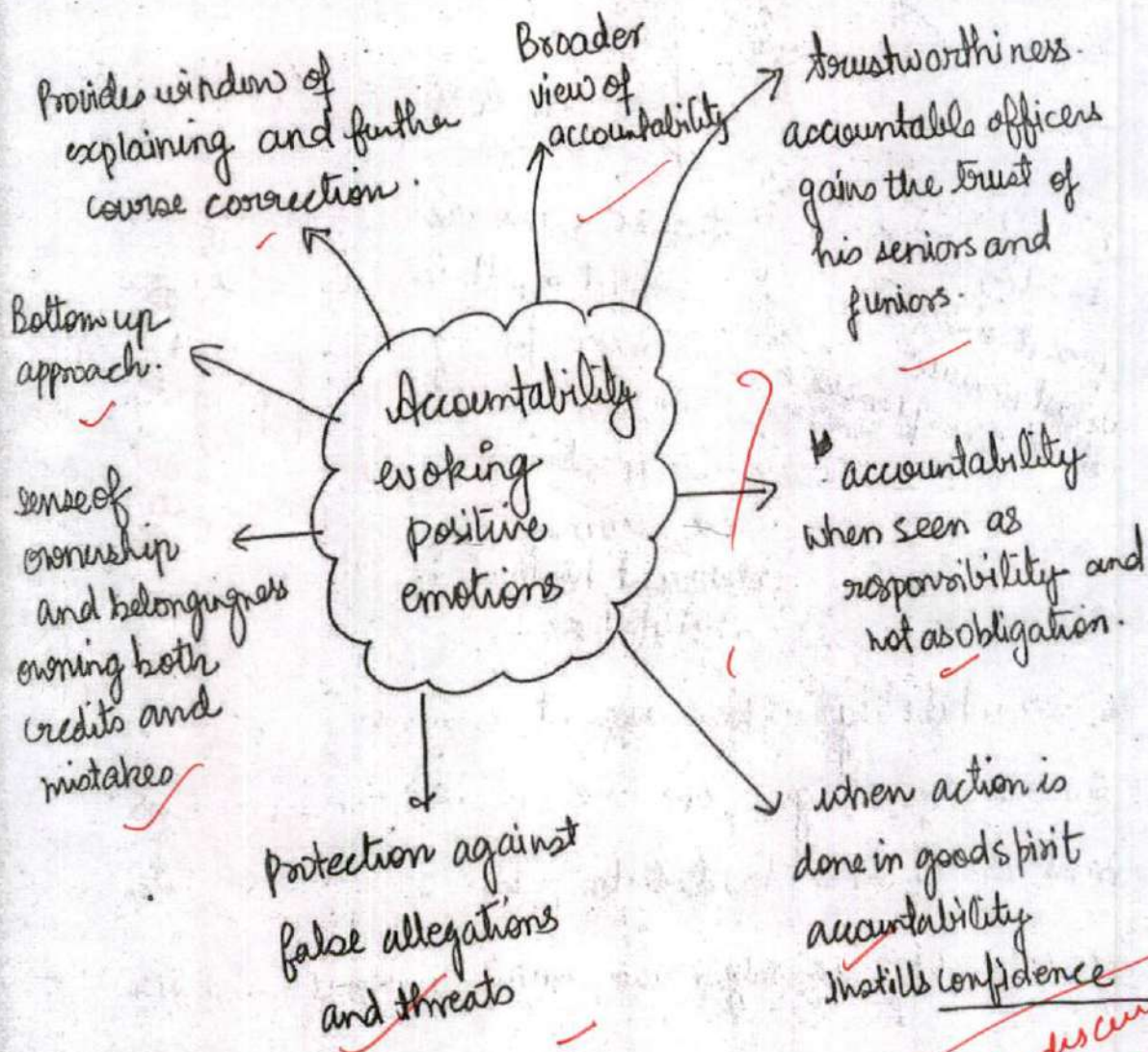
3 1/2

Remarks

Q11. The term 'accountability' can evoke various emotions in a public servant. Positive among them are trustworthiness and ownership and negative among them are liability, fear and punishment. Discuss. (150 words) (10)

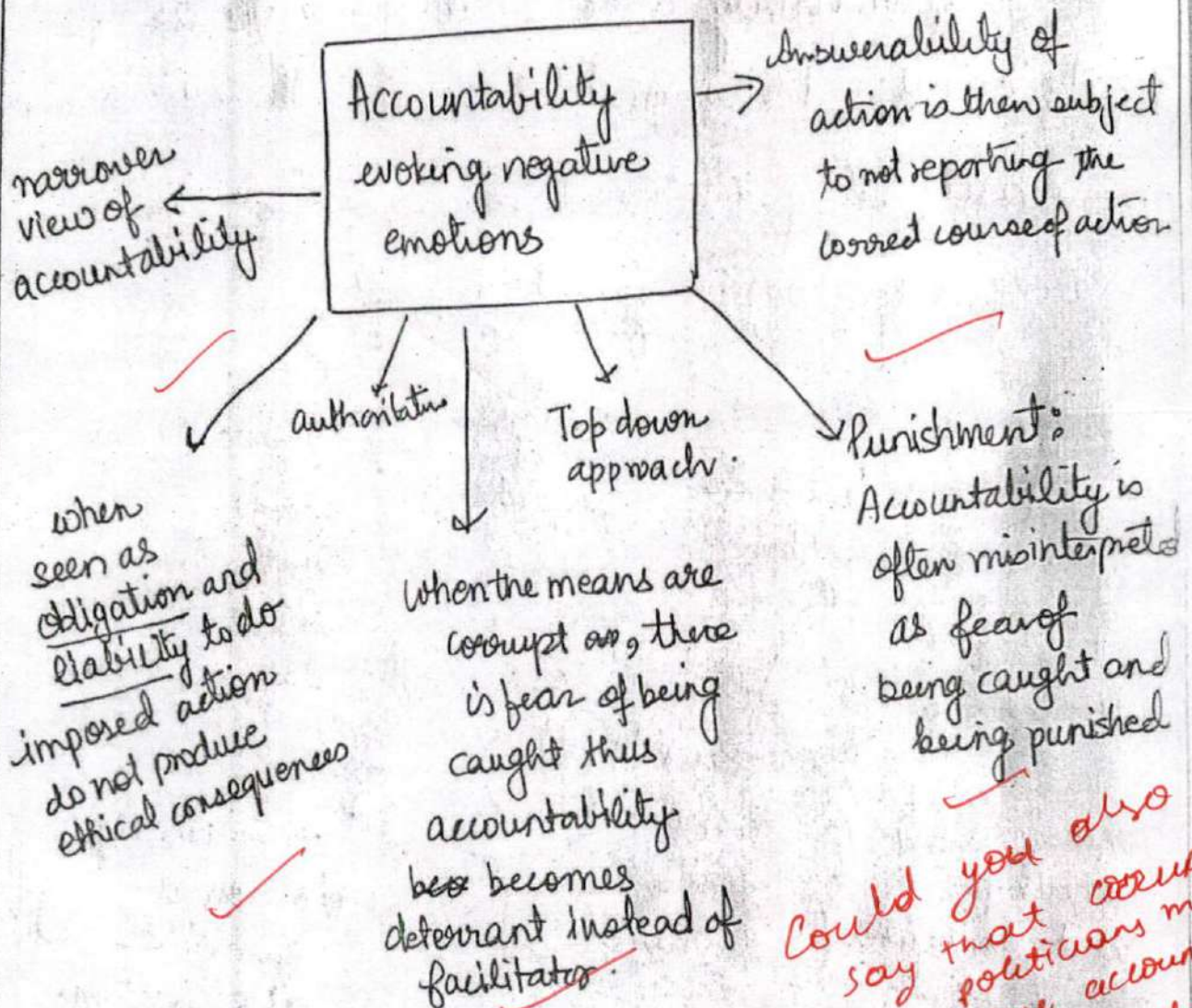
Accountability is the formal answerability of the actions and decision taken to the authorities concerned

Accountability is essential principle of good governance along with transparency and integrity.



you could discuss these in conventional paragraphs or bullets

Remarks



Thus accountability evokes different emotions in public servant depending upon his conduct and personal trait, ~~be~~ if he is devoted to public service in whole accountability can only raise positive emotions and vice versa.

(4)

Remarks

Q12. Bureaucratic morality in any society is but a mirror of the political morality prevailing there in. Explain and illustrate with the help of examples. (150 words) (10)

The king Ashoka established a strong bureaucratic apparatus to ensure public welfare, efficiency, in service delivery to his subjects, spy system for transparency, different officials to enhance state's capacity. He believed only a strong and moral bureaucracy can sustain his wide early empire. An efficient and moral bureaucracy can enhance the public's trust in their king.

The above example illustrates that bureaucratic morality is the foundation and reflects the political morality. A just and moral king (political) would create a just and moral apparatus and moral bureaucracy gets support and confidence from political class. Thus it becomes a two way mechanism and reflection of each other.

The Indian Constitution also holds the executive responsible to the Parliament of the country. The Parliament of the country is the microcosm of the society, which upholds the constitutional morality envisioned by our forefathers.

Remarks

A moral, responsible, bureaucracy would understand the underlying principle of the constitution and thus can uphold the political morality.

Do you think the system keeps the politicians above bureaucrats, hence they don't enjoy morality autonomy?

- Bureaucracy forms the interlinkages between the representative class and the people, it is the front line force to implement the policies of the govt.

- Bureaucracy is key to build public trust in institutional democracy.

- strong decision making and will to deliver. translates the dream of morality of the constitution into reality.

- Corrupt, lethargic bureaucracy reflect that the society is also becoming tolerant to these values.

Thus Bureaucratic Morality is the reflection of the values the country as a nation state upholds and believes in.

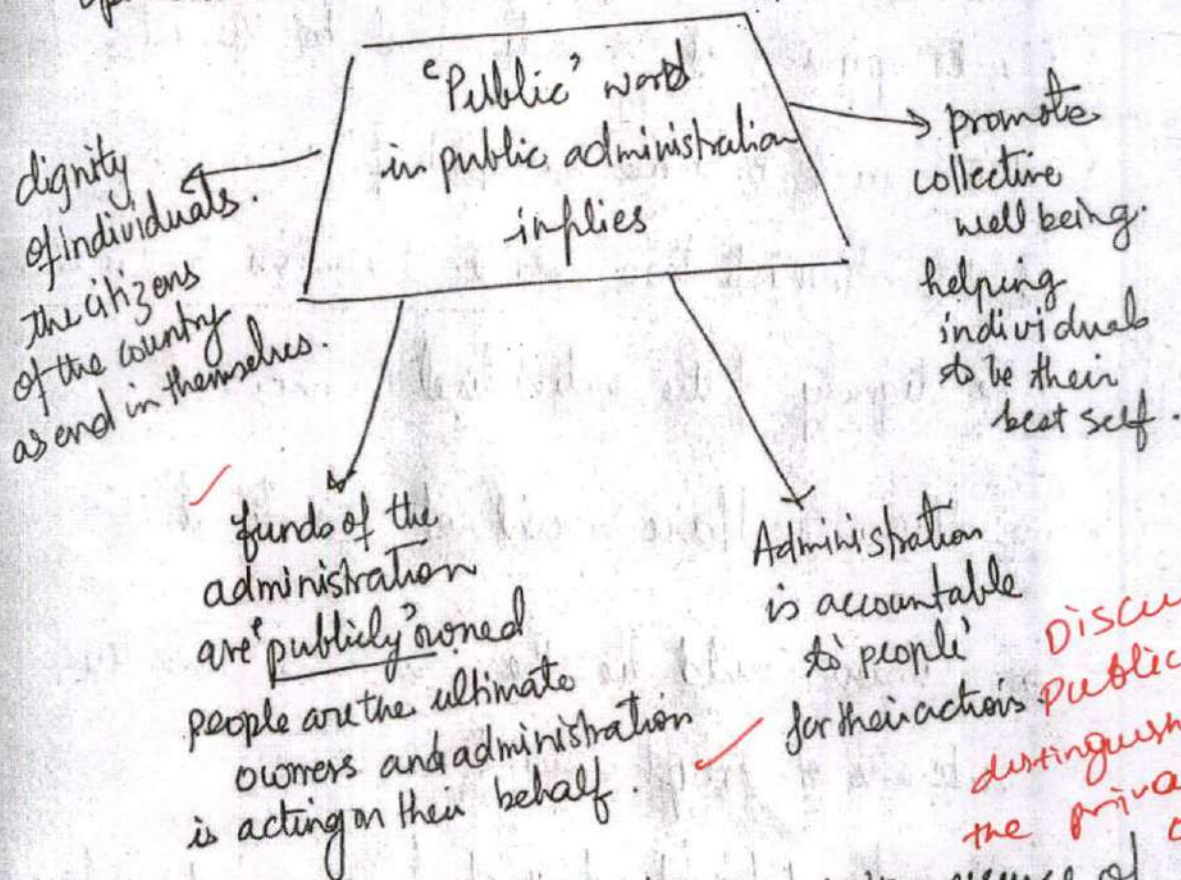
Discuss the offices who have woused with honesty & integrity despite political pressure.

3 1/2

Remarks

Q13. What is implied by the word "public" in public administration? Relate the meaning of corruption with deviation in above understanding of "public". (150 words) (10)

Public Administration is the implementation of government policy. It is the planning, organising, directing, coordinating and controlling government operations.



Public in Public Administration is the essence of the 'We the people of India' of Preamble who came together to constitute India into a democratic republic.

Remarks

The authenticity of power comes from the people,
It should flow to the most marginalised of us all.

Corruption means using public office for private gains, it is antithetical to the idea of 'public' and breaches the spirit of our constitution and the administration. The deviation is as follows:

→ dignity of the individual is breached

→ Human welfare would not be realised.

→ Humans would be the means to serve the interests of corrupt officials

→ Accountability of administration is hampered

→ Public funds would be mislocated costing public trust

Hence Public Administration should enhance the freedom of individuals by not resorting to anti public corrupt means

Discusses how public servants may better understand 'public' like Gandhi's Talisman

Remarks

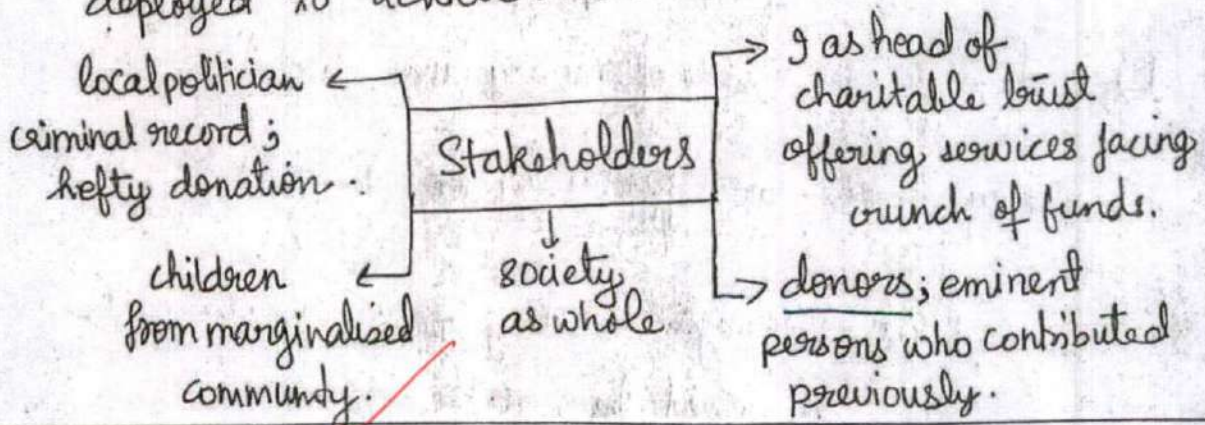
Section - B

In the following questions carefully study the cases presented and then answer the question that follows:

- Q14. You are head of a charitable trust that takes care of education, clothing, food and other basic needs of children from the marginalized community. Your organization also offers health services to the members of the weaker section. You find it difficult to serve qualitatively because of the crunch of funds. The trust runs on donations and contributions from donors only. There has been a regular fall in contribution from several eminent persons who were prime donors previously. The response to your decision to go for a small advertisement to get a donation for the good cause is not very encouraging. However, a prominent local politician albeit with a criminal record offers a hefty donation. You are in dire need of money to keep running the charitable trust. What are the options available? Analyze. (250 words) (20)

- The above situation is a classical case of ethical dilemma between society's welfare and the ethical duty to maintain professional integrity. It also involves the dilemma of corrupt politician's hefty donation to be used for welfare of children or not.

- The situation is dilemma between ends and means to be deployed to achieve the ends.



Remarks

Options available to me as a head of charitable trust:

(A). Take the hefty donation from the local politician:

Merits

1. The money would be immediately deployed for the welfare of the children - the ultimate beneficiary.
2. Ends would be achieved i.e. health education, clothing, food for children.
3. Alternate solution may take enough time and energy.

Demerits

1. The money may be from criminal activities and it would amount to legitimising black money into white money.
2. Means would be compromised.
3. Alternate options may take time but would be sustainable.

Also do you think politician may misuse this act of donation?

(B). Denying the source of money immediately.

→ May loose an opportunity for the funds for children

→ Without thorough scrutiny of the donation the judgement would be not be objective.

Remarks

(C) going for more advertisement of the cause and appealing society at large and the prime donors explaining the direness of the situation.

I will go for option (C) and along with it I will also request to the local politician to indicate the source of the charitable fund he is providing and if he declines or could not provide a legitimate source, I would respectfully deny the funds.

Through social media and other community platforms, I would create start an awareness campaign and would also request the district authorities for some short term help.

I would follow Gandhiji's approach of not compromising means even for legitimate ends. It may bring short term gains but would not be sustainable in the longer run. and the underlying principle of my trust would be compromised.

Crowdfunding platform
such as milaap
etc.

18½

Remarks

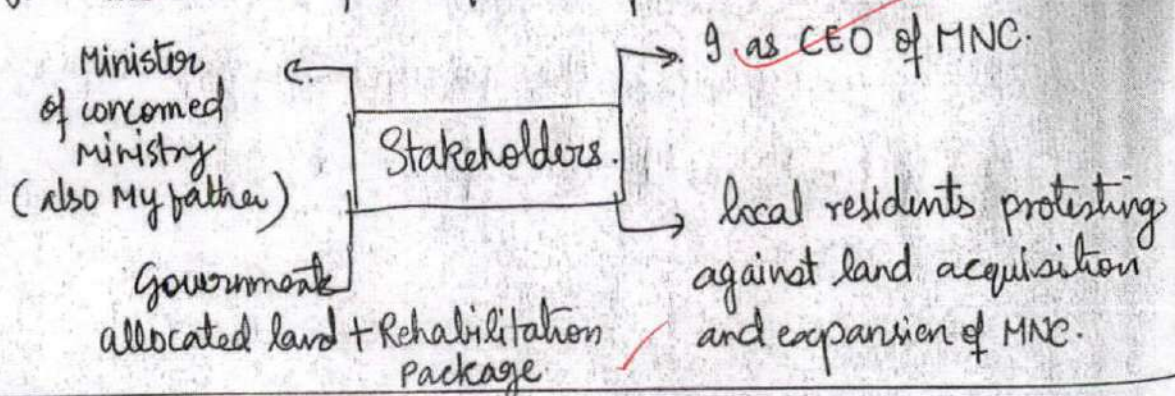
Q15. The issue of displacement is seen as a necessary evil in order to construct industries, infrastructures such as dams, mining, roads, and power projects, which are intended to serve the "greater good". The protests by civil society and peoples against land acquisition have been growing in recent years. These protests and violence increasingly question the so-called "greater good". In fact, whether it is Bhatta-Parsaul in UP, Nandigram in West Bengal, Chhattisgarh, Jharkhand, Andhra Pradesh, Kerala and recently in Tamil Nadu, all point the need to examine the matter differently.

You are part of a big MNC and facing such protest against the expansion of your plant. You are the CEO of a company, which is involved in the manufacturing of products. It has created a good employment opportunity for the locals. But the local residents are not happy with the management of the company and a big group of local residents are protesting continuously. Actually, as part of expansion spree your company needed more land to increase the manufacturing base. Opening a new plant at a different location will increase the production cost. Government has allocated a few acres of land to increase the manufacturing capacity of the plant as this will also give a boost to the local employment. Government has assured for the rehabilitation package for the displaced people. However, there is a huge protest against this allotment as few people get displaced from their roots. They are demanding closure of the plant. Your father is a Minister placed in the concerned Ministry. He is influential and very well networked. Company's management is pushing you to manage the situation and local authority through your father, as relocating new unit at new place will increase the cost of production, and the company may lose market share in terms of sales if the cost goes high. Based on the above situation answer the following questions:

- What are the options available to you?
- Discuss the merits & demerits of each option.
- What will be your final call? Justify.

(250 words) (20)

The above situation is a dilemma between development (expanding manufacturing base) and Displacement of people from their roots for acquisition of land.



Remarks

Options available to me:

(A) Avoiding the protests and going ahead with project.

Merits

- ✓ Project will be started immediately, cost would not increase as industry in new location would increase production cost.
- ✓ Employment to local residents would ease the tension later.
- ✓ Profit to the company - market share assured.

Demerits

- ✓ Protests may rise further and may deteriorate the law and order situation.
- ✓ Further expansion in future would meet more severe protests.
- ✓ Loss of public trust in the company would cause irreparable damage.

B) Cancelling the project and succumbing to the protestors.

Merits

- ✓ Protestors would get what they want.
- ✓ People's displacement from traditional roots could be avoided.

Demerits

- ✓ Project cost at alternate location would be higher.
- ✓ Company may lose market share.
- ✓ Employment opportunities would be lost.

Also you may be tagged as inefficient.

Remarks

(C) Option (C): Consensus building among all stakeholders:

- I as CEO would personally talk to the representative of the local residents protesting and through dialogue, I would address their concerns.
 - I will also communicate the potential benefit of the project for the economy of the region.
 - EIA Reports would be thoroughly examined involving Public Consultation.
 - I would also request government authorities for quick rehabilitation of the local residents.
 - Grievance of people would be resolved regarding the management of the company. *Discuss how you may ensure that people identify as stakeholders company.*
 - I would also, in future course of action too, consider Employee Stocktake options to assure public trust in the company.
 - I would also in my professional capacity would request the Minister to communicate the long term benefits of project to people.
- Thus through consensus building, I would go for Option (C) and would follow democratic and participative decision making.

Remarks

9

Q16. In a major demolition drive, civic authorities demolished around 1,300 illegal hutments in a cosmopolitan town. According to the officials, the encroached land of 20 acres belonged to the forest department. It was the same location where few months back, the Chief Minister's flying squad had discovered the unauthorized settlement having illegal electricity and water connections. There was a group of people who tried to resist the demolition drive, but cops managed to thwart any such attempt and the demolition drive was carried out. After the success of first demolition drive, concerned department wants to continue the drive. However on the other hand, slums are providing low-wage workers as well as cheap vending of essential commodities like vegetables and eggs. Besides, their women folk work as "Aayas" (babysitters) or "didis" (maid servants) in the middle class urban households. But slums deface the beauty of the cities and spread lots of dirt and squalor in the vicinity. They are also deemed to be breeding grounds and hideouts for criminals. A strong case has been made by the superior authorities to remove these slums and their dwellers by force, even if it was mid-winter. As a Municipal officer you have to execute the order. You have come to know that senior officials are taking this decision under pressure. What are the options before you to deal with the situation? (250 words) (20)

The above situation portrays the dilemma between bureaucratic attitude (demolishing slums as per order from seniors) vs democratic attitude (executing the order with humane touch).

Slums demolition has been a burning issue, however the government is diligently ~~for~~ implementing Pradhan Mantri Awas Yojna and slum Rehabilitation.

As a Municipal officer I have the following options before me:

- ①. Removing the slums in mid winter and applying the order in letter. — however this may threaten

Remarks

Also
oppressive
state
action.

the very life of the slum dwellers and without
assuring shelter they would be left open in street,
losing the objective of good governance.

2) Do not follow the order and let the slums exist and-
this would amount to not following the orders of
the seniors and would also ~~be~~ not ^{be} sustainable for
the slums after a point in time and also face punishment

3) Assuring the Rehabilitation of the slum dwellers
before the demolishment.

→ I would ask for time from my seniors by explaining
the ground situation.

→ Slum Rehabilitation through Pradhan Mantri
Awas Yojna.

→ ~~Govt~~ Slum Dwellers' contribution to local
economy would also not be ~~not~~ hampered.

Remarks

→ The Rehabilitation would be a gradual but continuous process.

→ The Slum dwellers who engage in criminal activities would be strongly dealt with.

→ Health, Sanitation and electricity supply would also be assured for the slum dwellers.

This Option (3) is more sustainable and is in line with Gandhiji's Talisman.

This would instill public faith in governance without creating any situation of unrest.

Governance would be delivered by flexibility (asking for time from seniors) and rigidity too (continuous process of slum rehabilitation thus assuring good governance to all).

Good approach!

9

Remarks

Q17. You are a middle-ranked officer in the Ministry, known for your honesty and integrity. You find that the Private Secretary of the Minister suggests you to deal with certain matter in a particular way. When you tell him that the suggestion is against Government rules, he confirms that this is the desire of the Hon. Minister. Following options come in your mind to deal with the problem.

- Ask the Private Secretary (P.S.) to confirm in writing.
- Meet your senior officer and seek his suggestion and guidance.
- Refuse the offer of Private Secretary and stick to rules only.
- Bring the matter into records and suggest that rules be changed to accommodate the views of Minister.

Critically evaluate each option and suggest the best options with justifications.

(250 words) (20)

(a). Ask ~~one~~ Private Secretary to confirm the dealing of matter in the 'particular' way in writing:

1) This would be following the code of procedure

2). Transparency in the procedure.

3). Accountability of the office would be assured whenever the 'particular way' is being questioned.

4). This might affect a personal relationship with the Minister, however I would keep my professional duties over my personal interests (to have good rapport with the Minister).

Remarks

- b) Meeting my senior officer and asking for his suggestion and guidance.
- Valuable inputs as the senior may have encountered such situations earlier - thus learning by his experience.
 - May provide an unbiased opinion and participative decision making through discussion is always better.

(c) Refuse the offer of Private Secretary and sticking to rules only.

- Rigidity in decision making.
- A The particular way suggested by private secretary may be more efficient and effective.
- Bureaucratic attitude instead of democratic attitude status quoism would hamper governance in longer term.

(d) Bringing the matter into records and suggest that rules be changed to accomodate views of minister.

Remarks

This option would be most justified as:

- Input from the Minister would be taken into consideration thus also assuring respect to the office.
- Flexibility in decision making.
- Accountability & transparency would be inculcated
- I, would also be able to uphold my honesty and integrity thus it would be a win-win situation for all.

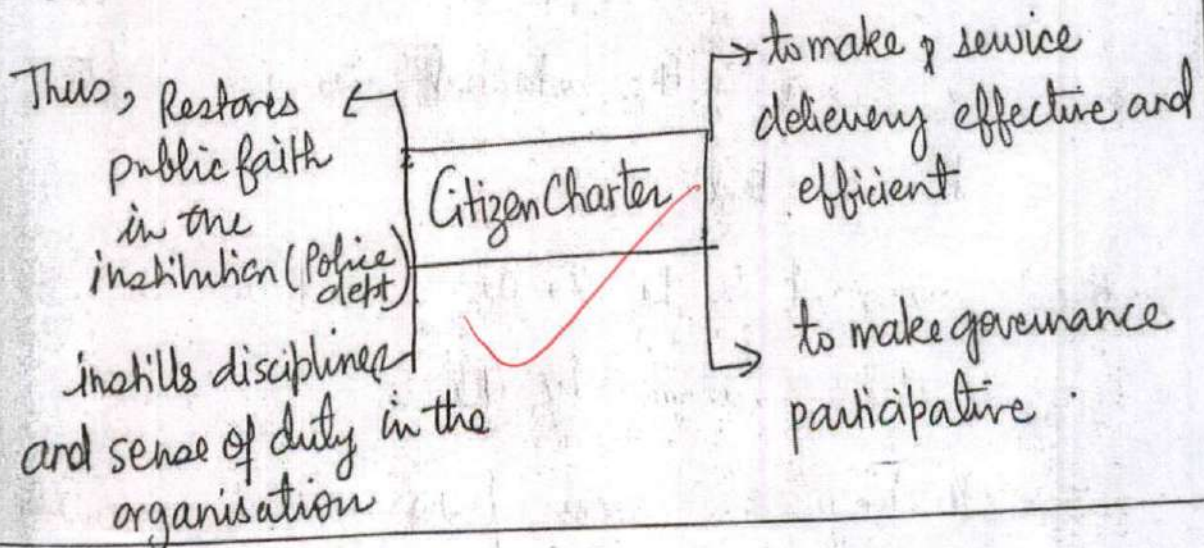
Good approach.

10 1/2

Remarks

Q18. Suppose you are a popular SHO of an urban police station. Under your jurisdiction, several cases of motor bike/scooter theft, mobile phone theft and pickpocket have been reported. Most of these cases have not been properly attended and investigated by the police. The citizens are annoyed because of this. You have decided to bring a citizen's charter to focus on these issues in a time bound manner. Draw out a citizen's charter and suggest how you will bring continuous improvement in the charter. Also discuss the significance of your citizen's charter and the challenges in executing it.
(250 words) (20)

The above situation depicts the negligence of the duties by the police officers and dealing with it through the effective mechanism of drawing up a citizen's charter to address the theft cases and pick pocketing.
Citizen's charter's is document ~~is~~ highlighting the duties, responsibility of an organisation towards the citizens. It also depicts the methodology and acts as rule book to deal with citizens grievance.



Remarks

The citizen charter drawn by me (SHO) would consist of:

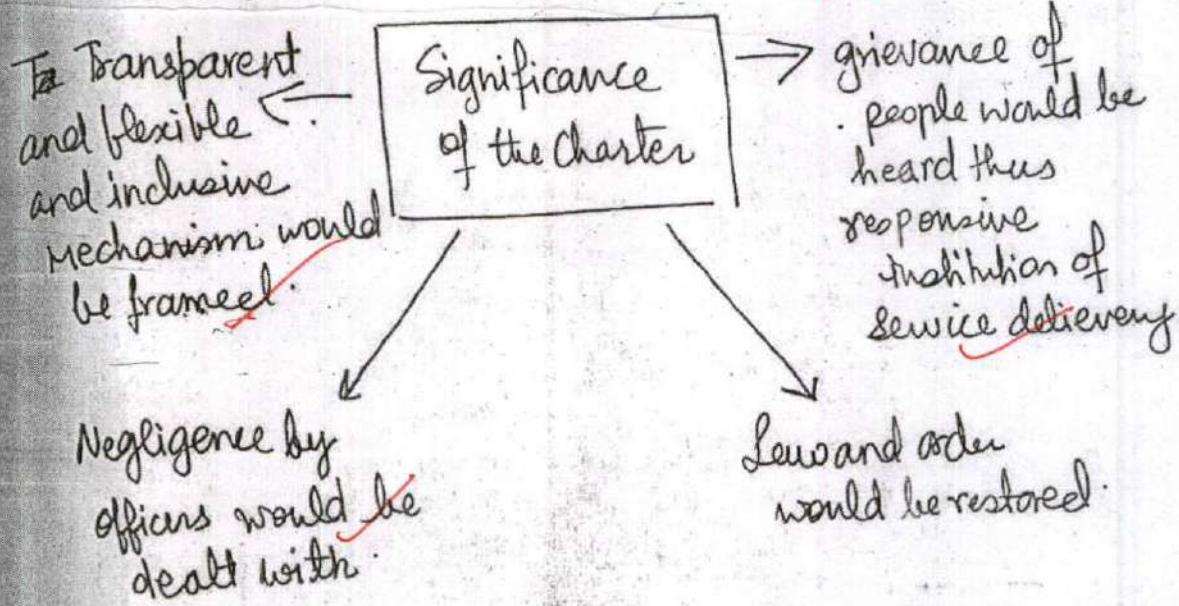
- (i) The process of complaint register in case of motor ~~the~~ bike theft, mobile theft, pickpocketing.
- (ii) Time Bound investigation.
- (iii) Creation of Online web platform to communicate information about investigation.
- (iv). Security options available to prevent further theft would be created communicated to citizens through awareness campaign.
- (v) CCTV camera in the potential sites where ^{may} thefts would be recorded.

Further Improvement in the charter would be done by feedback mechanism by the citizens and the after evaluating the success of the method adopted.

Remarks

Here you have to design a proper citizen charter

Community volunteers would be invited and rewarded suitably if they would be successful in controlling the menace.



Challenges executing the Citizen's charter:

→ Inertia within the officers to follow the charter in spirit.

→ May take time to yield desirable results.

→ Citizens' annoyance may hamper their cooperation.

Thus the challenges would be dealt with further improvement and charter would be implemented in its true spirit.

Discuss how you could improve charter with time

Remarks

Q19. You are the officer-in-charge for the transfer and posting of the personnel of a particular department. This position is very difficult mainly for two reasons, i.e., (1) people closer to the power corridor try to influence you, and (2) the women officers often send requests to postpone transfer orders on the pretext of family responsibilities. Consider the following situations and give your views with suitable explanations.

- (a) A Cabinet Minister sends a D.O. letter (semi-official letter) to you regarding the posting of an official on a supposedly 'lucrative assignment' for which you have already decided to appoint a more competent officer with a good track record of honesty, integrity, probity and timely delivery. What will you do?
- (b) As per the rules in your department, every officer needs to be transferred from one destination to another after three years. A woman officer comes to you with a request that as the new destination allotted to her is far flung and remote, she would fail to provide medical treatment to her ageing and sick in-laws who need constant clinical help. But according to her innate qualities and high level of expertise, the new destination would need an officer like her to deliver best results and meet official targets. What will you do?
- (c) The position of the officer-in-charge of transfer and posting provides a very lucrative opportunity to make money and cultivate liaison for a life time. One should not be 'too idealistic' to ignore such opportunities and must adopt a 'pragmatic approach'. Do you agree? Give reasons.

(250 words) (20)

(a) The decision would be taken on a merit based, since the officer I have decided has a good track record on various values, I would also consider the merit competency of the official recommended by the Hon'ble Cabinet Minister.

→ If the already decided candidate has better track record, I would not alter my decision and would also convey the reasons of my decisions to the senior authorities.

Remarks

However if the person suggested by the Cabinet Minister is better suited for the assignment, I would reconsider and decide in his favour and communicating the same with the previously decided official.

Discuss why you should not take this as a problem of ego.

(b). I would ask the women officer for alternative options she might arrange for her old age sick in laws or she might take them with her if nothing could be arranged in the present destination.

Discuss whether job is professional requirement or sacrificed for personal reasons.

Her innate qualities would bring efficient delivery to greater section of people thus I would go ahead with her transfer after exploring above mentioned options to her and by assuring all help in official capacity.

The position of the officer-in-charge of transfer offers opportunity to make money through altering decisions and however I do not agree with calling it a. so called 'pragmatic approach' and its alternative as idealist as :-

(i) Compromising means to achieve short term ends to not sustainable.

Remarks

(ii) The so called 'idealist approach' would make one most suitable for the job as he ~~se~~ would not be lured easily.

(iii) By following the 'pragmatic approach' and appropriating benefits out of it would be disrespect to the office and public trust at large.

(iv) 'Idealist way' may be the hard way, difficult to follow on, but it is the sure shot way to long term success, ~~it~~ personal and professional integrity and only a courageous and man of conviction can travel on this path.

(v) The gains of pragmatic approach are short term and

in conclusion it can be said as illustrated ⁱⁿ Bhagwad

Gita that Greed is a sure shot path to hell and lose all his wisdom and it would never satisfy a person in true sense

Remarks