

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 1.5 hr.

Max. Marks: 140

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none">• There are 7 questions.• All questions are compulsory• The number of marks carried by a question/part is indicated against it.• Content of the answer is more important than its length.• Answers must be written in the space provided. <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p>
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Date 19/10/2016

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19/10/2016

Q1. 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 area where few months back the Chief Minister's flying squad had discovered the unauthorized settlement with most having illegal energy (power) and water connections.

There was a mob which tried to resist the demolition drive, but cops managed to thwart any such attempt and the demolition drive was carried out peacefully. After the success of first demolition drive, concerned department wants to continue it.

However on the other hand, Slums are providing low paid works as well as cheap vending of essential commodities like vegetables and eggs. Besides, their women folk work as "Ayas" 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 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. You have come to know that officials are taking this decision under pressure.

You are the enforcing officer. You have the following options:

- (a) You would vacate the slum by using police force.
- (b) You will request your senior officers to wait till the weather become normal and an alternative place for settlement of the slum dwellers will be designated with basic amenities.
- (c) Raise this issue with the help of Media.

Discuss the advantages and disadvantages of all the three options mentioned above.

(250 Words) (20 Marks)

Remarks

1. The presented case depicts the issue of unregulated urbanization in India and their fallout. On the one hand there are poor people who migrate to cities for want of livelihood options and live in unhygienic conditions. On the other hand it is duty of public officials to prevent unauthorised occupancy of public property.

The various options available to the enforcing officer in this case:

a) You would vacate the slum by using force.

Advantage: ↳ This step shows enforcement of law and will act as a deterrent for future transgression.

∴ Image of law enforcement authority will improve among citizens.

Disadvantage: ↳ Forceful evacuation in mid-~~summer~~^{winter} month of poor people displays lack of Empathy and Compassion on part of enforcement officer.

2) This is not going to solve long term problem of unauthorised slums and similar slum may develop in other part.

3) ~~can~~ elitist attitude of enforcement official is displayed in this method. All people in slums can not be criminals.

b) You will request your senior officer to wait till the weather becomes normal & an alternative place for settlement of slum dwellers will be designed with basic amenities.

Advantages: ↳ It shows empathy, compassion and human face

Remarks

face of administration to people.

b) May provide a long term solution to unplanned urbanization and model to be replicated elsewhere.

Disadvantage: 1) It may take long before the solution is implemented and enforcing officer may face pressure till that time.

2) Practicality of this solution is a question more gives challenges such as availability of suitable land, construction cost of alternate site, user charges for utilities etc.

c) Raise the issue with the help of media.

Advantage: It will attract attention of policy makers towards the problem of unregulated urbanization. A comprehensive policy may be framed and guidelines issued to tackle such cases. It will also prevent enforcing officer to take harsh measure. It will attract those for solving the issue.

Disadvantage: a) It may be construed as dereliction of duty by superior officer.

b) Unnecessary politicisation of issue may complicate the decision making.

c) Media attention may also attract judicial scrutiny.

The problem of slums shall be solved through a participative policy involving civil society. Cleanliness and hygiene can be created through implementation of government initiatives such as Swachh Bharat Mission. AMRUT mission can be leveraged to promote planned urbanization.

Remarks

Q2. You are a District Collector. You want to start a cleanliness drive in your district. Though there are governmental schemes but often funds do not reach on time and not sufficient for such huge work. The District Collector, by the use of the power of his office, directed all the schools and colleges of the district to collect Rs. 1/- each from all the students and teachers every month and Rs. 10/- from every shopkeeper of the city per month for a cleanliness drive which ultimately will benefit people. But people in administration are not happy. Common people are also not happy with this move and doubt effectiveness of such drive.

- (a) Instead of winning support from his colleagues in administration and public, the District Collector came under suspicion. What went wrong?
 - (b) Should he continue the effort to steer ahead the programme or quit?
 - (c) If he decides to proceed ahead, how should he pursue the innovative idea and make it more acceptable?
- (250 Words) (20 Marks)

The above mentioned case study demonstrates a classic case of bonafide intentions transgressing legal provisions.

Taxation (Revenue collection) in any form in a parliamentary democracy is prerogative of legislature. The role of administrator is limited to law implementation.

Any coercive or non-voluntary money collection, even if the purpose is noble is illegal and unconstitutional.

(a) The following ~~things~~ went wrong in this case

- Illegal action on part of collector
- Non-accountability of collected money since it is different from general taxation.
- Misuse of public authority of the collector
- Principle of equity not followed. Since all direct taxation is based on capacity of individual to pay.

Remarks

(b) Collector should immediately stop this plan. He has also been put under suspension so he must present his case stating the motive of his decision and admitting error on his part. He must undergo whatever disciplinary action is undertaken on him.

However, he should definitely demand more adequate fund for such programmes from higher authority in future. He may further use innovative way such as:

- a) Using CSR funds of private companies.
- b) Help of N.W.O. in execution to reduce cost.
- c) Delegation of authority to P.T.S.

Quitting the job is not right course of action since he is a good intentioned administrator can contribute immensely by working within the confines of law. Further, he can not quit also when he is under suspension.

(c) Proceeding ahead with this idea seems difficult given reluctance from stakeholders and legal validity of the idea. Still, collector can make his idea

acceptable by

- forming a committee to collect fund involving representative of district administration, Teachers body, civil society, P.T.S and parents of students.

Remarks

- Proactive disclosure of amount of money collected, expenditure made and also he should include social audit to enhance accountability.
- Making the contributions voluntary will make his idea acceptable to many and also reduce illegality of his action.

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Q3. You are District Transport Officer, incharge of issue of driving license for motor vehicles. There are number of complaints regarding arbitrariness, corruption, delays, etc in issue of license. You have met prominent citizens of the district, who have assured you of their full cooperation, if you draw a Citizen Charter and improve upon the services. Your subordinates are also ready to make the charter, a success. Your senior officers of the department are ready to support you by providing you necessary resources, training facilities, etc.

Draw out a Citizen Charter for your organization and list out its merits. What are the difficulties and problems you visualize in implementing the charter? Suppose the charter succeeds what next would you do to revise and upgrade the Citizen Charter.

(250 Words) (20 Marks)

21st Century governance is all about citizen centric governance. Here citizen is king and administrator has to serve him with humility, promptness and high quality of service.

Citizen charter is one such tool which delineates the quality of service provided by an organisation, and avenues of grievance redressal in case of non-compliance.

Citizen charter of Transport office.

Mission: To improve citizen experience in accessing services in a fair and non-discriminatory manner.

Objective: To provide driving license to all eligible persons within 30 days of application after fair assessment of their eligibility.

Steps involved: Apply for driving license by filling a form. The form should include details such as Date of birth, Age, Identity proof, address proof and photograph.

Remarks

The list of documents to accept are given as:

The user fee for the purpose of license shall be Rs.

Based on receipt of form filed in all aspect, user will be given a learner's license within 7 days.

Permanent license shall be issued within 1 month of getting learner's license after test.

In any case of grievance please contact Mr. X. (details provided)

General Note: No body shall influence the process and use influence to jump the queue. No additional money is to be paid apart from user fee. In case of any inconvenience please contact - - -

The charter shall be in vernacular language also.

Difficulties & Problems in implementing Charter.

- Lack of awareness among people being misled by vested interest.
- No provision for emergency/ exigency in charters.
- Lack of deterrent punishment for non-compliance of Charter principle (to officials).
- Low public trust in administration and his charter.
- Attitude of public to get service without following rule i.e. without driving test entitles to get license.

In case of successful of charter, the next logical step will be to upgrade the quality of service provided in charter and broaden the

Remarks

Mandate of charter. Such as providing driving license through e-governance. Strengthening of Grievance Redressal mechanism and observing the principles of Right to service shall also be implemented. Further, Continuous upgradation in administrative capacity through training, reforms, technology shall be done.

The aim shall be establish an excellence in service ~~model~~ based on SEVOTRAM Model of ~~Govt~~ government of India. The same model shall be replicated in other departments. Framing of new charter must include all stakeholders especially clients. (Common people)

Design proper
charter for this
corp...

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Remarks

Q4. You are head of an organization which has large public interface. One day an old man approaches you and complains that one Assistant incharge of Old Age Pension Scheme is demanding Rs. 100.00 from him for clearing his pension claims. He has further revealed that this is a common practice in this office and those who do not pay the bribe money, are harassed.

You have become very upset with the state of affairs and want to solve the problem of the old man alongwith bringing some qualitative change in the work culture of the organization, for better service delivery.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option which you would adopt, giving reasons. (250 Words) (20 Marks)

The quality of service provided in an organization is dependent on the prevailing work culture of the organization. Rampant corruption and harassment of citizens point towards systemic deficiencies in the given organization.

The options available with me in the given case along with their merit and demerits are as follows:—

(1) Enquire into the allegation of old person, release his pension after document verification and deterrent action against erring staff in case of his guilt.

Merit: → It will first provide relief to old man in getting his pension without paying bribe.

(2) It is in harmony of principle of natural justice where action will be taken after proper inquiry and parties will be given to present their case.

(3) It will send a strong message in organization that

Remarks

corruption will not be tolerated.

Disadvantage: - a) Although this action provide relief to old man in present case, this will not solve the systemic issue of poor work culture.

(b) It may take sometime before action is taken against the erring staff and thus may send a wrong signal.

2. Transfer the Assistant from Pension section to other administrative section pending inquiry and personally release pension of old man after document verification.

Advantage: It will demonstrate strong action in part of organisation.

b) Further, the job in the pension section will not be affected.

c) message across organisation towards anti-corruption focus.

Disadvantage: 1) Against principle of natural justice, punishment before confirmation of guilt.

2) Union may create problem and put pressure on officer joint transfer of Assistant.

3. Suspend the Assistant and deploy another person at his place.

Merit → It shows intent towards anti-corruption.

Demerit → It looks hasty decision, may attract resentment and against fair justice.

Remarks

The right course of action in this case would be to ~~first release pension~~ first release pension of old man and then conduct inquiry into allegations of corruption. In case of guilt, take strong punishment such as transfer or suspension.

Other measures to ^{improve} ~~increase~~ work culture

- Reduce human interface by using technology
- Draft a ethics charter of organization and deploy a grievance redressal officer.
- Promote Transparency through suo motu disclosure of information.
- A day in week may be fixed on which date pension disbursement will be done under supervision of superior officer.

(7)

Remarks

Q5. As a Civil Servant working in the Ministry of Sports and Youth Affairs, make a case before the Minister for mandatory playgrounds and sports faculties in every higher secondary school and college. Suggest other measures to promote sports in the country for healthy growth of children and youth.

(250 Words) (20 Marks)

Sports plays a very important role in development of an individual into social organism of society.

It inculcates the values of Comradenrie, sportsman spirit, Leadership & group behaviour.

It teaches us to take both loss and win in its own stride.

Apart from these value and character building aspects sports play helps in maintaining physical, mental as well as spiritual well being of individuals.

All these benefits of sports makes it an essential part of academic curriculum especially at secondary school and college.

I would express other benefits of sports especially in country like India.

→ Helps in coping extreme stress and competition through competitive sports. Example - There has been a large number suicides among young children due to academic pressure. Sports can help reduce such trends.

Remarks

→ Promotion of equality is a social hierarchy full Indian society, where performance is judged based on same rules for one & all. Sports helps in mainstreaming vulnerable, and marginalised

→ National integration & unity → Inter-state sports meet will help in promoting national unity and integration.

Other measures to promote sports in country for healthy growth of children & youth.

→ Role models especially ^{at} local levels to make children aspire ~~towards~~ through their success.

Example: - Boxer - Haryana
Kabaddi player Punjab

→ Promoting sport meets at village, Panchayat, district, state, national and international level.

→ Inculcation of physical activity ^{as a} part of comprehensive evaluation of a child academic performance.

→ More sports quota in job, professional education and other areas.

→ Promotion of sports and related activities as a viable career option through awards and incentives.

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Remarks

Q6. This is your first independent field posting as District Collector. The district, where you are posted now, has become infamous for child marriages. The first eight months of your joining witnessed around 50 cases of stopping of child marriages in the central district. However, many such cases went unchecked. The District Social Welfare Department, ChildLine and Police stopped a total of six child marriages in one month alone. With the addition of the new cases, the district has crossed an alarming number of 50 cases of child marriages prevented till now in the same year. One day you received a direct call on your mobile about the case of a child marriage in your district. You rushed to the spot and tried to rescue the girl.

As District Collector answer the following questions:

- What are the options before you to handle this situation?
- Discuss the limitations of each option.
- Discuss in detail one option which you consider is best in the given scenario.

(250 Words) (20 Marks)

Child marriage, although being illegal in India is prevalent in many parts of country. It is a social problem owing its existence to ~~old~~ ~~old~~ patriarchal tradition, norms and beliefs.

To curb the menace of child marriage, there has to be a proper strategy

- Implementation of legislations
- Social awareness creation through education, participation of women in decision making.

In the given case, the district seems to be endemic for child marriage.

The options available to me to handle the situation are:

- Stop the child marriage & prosecute the offenders.

Remarks

(b) Stop the marriage, and make arrangement for education of child

(c) Seek help from NUO to create awareness, and work towards long term strategy to reduce child marriage through sustained campaign.

(B) Limitations of the given options

(a) Stopping the child marriage and prosecuting the offender will stop this marriage but will not result into sustainable solution. As similar steps taken in past has not resolved the issue.

(b) The limitation of this action is that making arrangement for education of child may not be feasible for all cases. Moreover, if both the bride and groom are child then the problem becomes more complicated. Non punishment of offenders will send a wrong signal about lack of seriousness on part of administration.

(c) This option is a strategy for long term solution and it will take time to show results.

Centuries old attitudes, beliefs can not be changed overnight. However ultimate option must include a mix of persuasion and

Remarks

strict law enforcement.

(c) My course of action would be to stop individual cases of child marriage through strict vigilance by seeking help from PRS, NAO and law enforcement agency. At the same time sustained Campaign must be launched to create awareness by persuasion & influence. Some couples may also be awarded for breaking this practice and promoted as role models for others.

8

Remarks

Q7. You are a senior civil engineer incharge of a very big road project. You find that project contractor is working honestly and strictly as per the work schedule and also maintaining the quality of work. Suddenly his only son met with an accident and hence he is preoccupied in his treatment. The project got delayed and the quality of work got slightly affected. Your subordinates are putting pressure on you to take strict action against the contractor.

(a) What are the various options available to you?

(b) Evaluate the merits and demerits of each option and choose the option you would adopt, giving reasons. (250 Words) (20 Marks)

The present case depicts an ethical dilemma on part of civil engineer to balance the values of Empathy for an individual and professionalism in his conduct as a public official.

The various course of action available in this case are:-

- (a) Mobilise additional manpower through other registered contractors to ensure quality and timeline of project.
- (b) Suspend the contract and give the contract to other party.
- (c) Stop the release of fund to the contractor and department shall take the project implementation on itself.

Remarks

Merits and demerits of the options

- a) Merit: - 1) It will help in completion of project.
 2) It will also be fair to the present contractor as he is preoccupied due to personal exigency and his action is not deliberate.
 3) It will show the fairness, empathy of Engineer and improve confidence of contractors working under him.

Demerit: -> Departmental pressure and non-cooperation may be accused of favouring the said contractor.

- b) Merit: - It will show the professionalism and strict adherence to rule.

6) It will satisfy demand of internal members.

Demerit -> 1) It will not ensure timely completion.

2) It may also attract future litigation.

3) Confidence of contractors working under department will go for a beating.

- c) Merit: -> 1) Timelines may be adhered and also quality of project will be maintained.

2) It will show a no nonsense approach towards laxity in performance.

3) It will show ability of department to take responsibility at time of crisis and deliver on mem.

Remarks

Demerits:-

- 1) It may over burden the limited manpower available.
- 2) Financing the project and cost sharing will become difficult.
- 3) It will be prone to future litigation.

The best course of action will be to deploy additional manpower through registered vendors for which payment will be done by present contractor. Further the quality of road constructed will be improved in affected part. This course of action will express logmatism, Empathy and professionalism of Civil Services.

(7)

Remarks