

## ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 1.5 hr.

Max. Marks: 140

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"><li>• There are 7 questions.</li><li>• All questions are compulsory.</li><li>• The number of marks carried by a question/part is indicated against it.</li><li>• Content of the answer is more important than its length.</li><li>• Answers must be written in the space provided.</li></ul> <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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Mobile No. \_\_\_\_\_

Date 23/10/2016

Signature Deepak

1. Invigilator Signature \_\_\_\_\_

2. Invigilator Signature \_\_\_\_\_

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)

Ans

Issues involved:

1. Right to shelter or housing of Slum dwellers,
2. Illegal occupation of government land,
3. Humanistic consideration Vs obedience of official order,
4. The timing of removing the slums.

Remarks

Advantages/ disadvantages of the options:

(a) This option is as per the official orders and will help in reclamation of government land.

But, considering the winter season and livelihood issues of slum dwellers this does not come out to be ethical or appropriate course of action.

(b) Requesting senior officers to stop the drive and wait till winter season is over, is appropriate choice. As, even our supreme court has highlighted that right shelter and shelter during winter season is part of Article 21 of Constitution (Right to life). In the meantime an alternative place for resettlement of slum dwellers can be identified.

The only drawback is senior officers may not allow any delay due to legal issues as well as higher pressures.

(c) Media, as a fourth pillar of democracy, can take up issue of resettlement and shelter of slum people. It will create pressure on government.

Remarks

But going to media in such cases is violation of civil services conduct rules and officer can face disciplinary action also. As a civil servant, he should try to resolve the issues through official channels.

In the above case, requesting senior officers or even local political leaders to consider genuine sufferings of people and allow time to find amicable solution [Empathy] is the most appropriate way forward. Help of local civil society groups / NGOs can also be taken.

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)

Ans Issues involved:

1. Does Collector has powers to collect money through official orders? This tantamounts to taxation [power of legislature and government],
2. personal initiative Vs collective initiative,
3. focus on funds not on behavioural change,
4. Not participative  $\Rightarrow$  issue of acceptability,

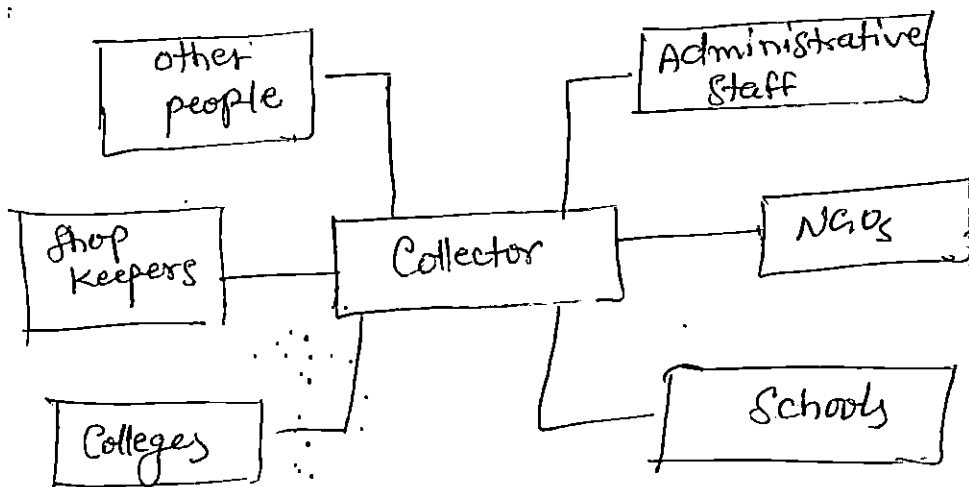
(a) District collector without taking other stakeholders in confidence, went ahead with the order to collect funds. Though, the intentions are good but method is not correct. As Gandhiji said, with impure means, pure ends cannot be achieved. He came under suspicion as people

Remarks

are not sure of his agenda. He has failed to share his programme/objective with people and administrative staff. Also people may think such funds can be easily misappropriated.

(b) Before going ahead with the programme, he should:

1. Share the objectives/goals of the initiative,
2. Involve people/staff in getting feedback or suggestions,
3. Make this contribution voluntary,
4. Involve local NGOs and create a trust to collect and manage the money,
5. Make society a part of programme in planning as well as implementation.



Remarks

He should continue the effort but make changes in the method (means).

(c) To pursue the idea and make it more acceptable :

1. Involve local NGOs, eg. Sulabh international, Safai Sena etc., in the effort,
2. Monetary collection should either stop or made voluntary
3. organize clean up drives in office premises, schools, colleges etc. so that people take ownership of the programme.
4. organize awareness generation workshops, advertisement, use local bodies etc. to bring behavioural change in the people.

Such initiative can only succeed when society at large accepts them and makes collective efforts. Through people's movement only idea of 'Swachha Bharat' can be realized.

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)

Ans.

Citizen charter is an effort by a service provider public sector organization to make commitments to citizens in terms of a standard in public service delivery.

2<sup>nd</sup> ARC lists following steps in making citizen charter a success:

1. Identify : services you offer and your clients,
2. Define standards for the services,
3. Develop capability to meet the standards
4. perform to achieve the standards,
5. monitor the performance,
6. Review and feedback through independent channels.
7. Continuous improvement.

Remarks



Citizen charter in the given case :

"The objective of District transport office is to deliver services in a time bound manner, increase citizen's trust and root out corruption."

<u>Services:</u> <u>Name</u>	<u>charge (₹)</u>	<u>time limit</u>
1. Driving license learner	200/-	15 days
2. DL medium vehicles	400/-	7 days
3. DL heavy vehicles	500/-	7 days
4. DL renew	100/-	7 days

Grievance redressal officer :

A. Mohan Rao , Assistant DTO  
Mo. 9555666777.

Merits of citizen charter :

1. Its objective and quantitatively defines the standard of services.
2. Inbuilt grievance redressal mechanism ,
3. Brings transparency
4. Reduced scope of corruption ,

Remarks

### Difficulties and problems:

1. Lack of support from office staff, especially the corrupt ones.
2. Workload may not allow delivery of services in timebound manner.
3. Low publicity to CC, lack of awareness in people.

### To revise and upgrade the CC:

1. Take feedback from citizens, Eg. citizen report cards.
2. Involve some local NAOs to carry out effectiveness audit of CC and suggest improvements.
3. Revise it every 6 months, making corrections based on past experience.
4. Training, both technical and behavioural, to office staff so that they start owning up the CC.
5. Strengthen grievance redressal system.

CC can succeed only when the staff is committed and skilled to realise its vision and mission.

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)

Ans:

Issues involved:

1. Right of entitled services to the people,
2. Corruption at workplace, Coercive Corruption,
3. Harassment of citizens rather than public service,

(a) & (b) options & Evaluation:

1. Take complaint of the old man and order an enquiry in bribe issue. Also clear the case of old man to allow him to get pension.

An enquiry in the matter can bring out the truth and based on that corrective steps like disciplinary action or case under prevention of corruption act (PCA) can be filed. Also, it will act as a deterrent.

Remarks

2. Take the Complaint and forward it to Lokayukta or Anti-Corruption Bureau to lay a trap to catch the officer red handed.

In public organizations, it become very difficult to prove charges of Corruption. When officers are caught red handed, they cannot come out with excuses. Also, it will be a strong deterrent to others at workplace.

3. Talk to the officer personally and ask him to mend his way else he may land in trouble someday.

Although, its a correctional approach but its effectiveness is doubtful. As officer is habitual and not even leaving poor old people from harassing them, strict action can only bring correction.

4. Give a Show Cause notice to officer to explain the matter and start the process of making Citizen Charter for the organization and online availability of information.

Remarks

This option aims to bring more systemic changes like CC, e-governance. Only such steps can bring down corruption on a sustainable basis. But way to deal with officer cannot be called very effective in this option.

To handle the issue, I will forward the complaint to Lokayukta or ACB so that corrupt officer can be caught and dealt under PCA. Also systemic reforms like Citizen charters, online information etc. can prevent future incidents of harassment of citizens.

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)

Ans: A case before minister for mandatory playgrounds and sports faculties in schools and colleges:

Issue: very poor performance of India in global sports competitions such as olympics, Asian games, Commonwealth games and world championships.

A Country of 1.21 billion (2011 census) (17.5% of global population) with 0 gold medals in olympics, 2016. It requires development of sports men at school and college level.

Solution:

1. mandatory playgrounds will allow students to take up sports of their choice and do regular practices. Also, competitive games can be organized only when there is a playground.

2. sports faculties are needed to identify raw talent for sports and shape it through training and guidance. sportsmen can compete

Remarks

at global level only when they know technicalities and nuance of the game. Facilities will also keep sportsmen motivated as sports training is tough and challenging both physically and mentally.

Other measures:

- 1) Sports period should be mandatory in schools and colleges and every students (except for those suffering from disabilities) must pick 1 or more sports of his/her choice.
- 2) Dedicated funds for ground maintenance, kit allowance, nutritious food, medical care to meet financial needs of sportsmen.
- 3) Quota in government jobs for national/state level athletes and players.
- 4) Regular conduct of inter-school, Inter-college, inter-district sports competition. etc.

sports and sportsmen can only develop in India when our population is healthy and they have access to basic

facilities like playgrounds and faculties, with 2<sup>nd</sup> largest population in world, we should also aim for similar place in olympic medal tally.

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:

- (a) What are the options before you to handle this situation?
  - (b) Discuss the limitations of each option.
  - (c) Discuss in detail one option which you consider is best in the given scenario.
- (250 Words) (20 Marks)

Ans:

Issues involved:

1. Right of childhood to children.
2. Social evil, i.e., child marriage
3. Legal enforcement vs social practice,

(a) & (b) options and limitations:

(1) Rescue the girl and order registration of criminal case against parents of both sides, pandit etc. under prohibition of child marriage act (PCMA). Registering of case though legally correct but ethically can be debated. As some parents marry off their daughters due to poverty, lack of security to girls in adolescence, under social pressure and custom and to secure future of the girl.

**Remarks**

② Rescue the girl and warn everyone against such practices and how child marriage is depriving the child of his/her childhood.

Merely giving warning may not be enough. Since the practice is deep rooted, people may go ahead at some other time, other place. Though Correctional approach but effectiveness is doubtful...

③ Call Gram Sabha meetings and invite local political leaders, religious leaders, NAOs etc. to discuss the issue and generate awareness.

This is an inclusive and systemic approach to deal with the issue. In this manner broader consensus can be built against such practice but limitation could be that due to populist pressure political and religious leaders may not support it. on the other hand they can argue that law is not as per needs of the society.

Remarks

(C) Out of the given options No. 3 is most appropriate. As the objective is not merely to punish someone but bring fundamental and attitudinal change in the society. This can happen only through society wide deliberation and consensus. People can be convinced of advantages of stopping child marriages in terms of better education, health status, earning level etc. Some case studies can be shown to them. The process may take time but worth pursuing as to bring durable and desirable change.

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)

Ans:

Issues involved:

1. Contractual Commitments of Contractor,
2. personal issues Vs professional obligations,
3. Humane Consideration Vs purely legal methods,

(a) & (b) options and merits/demerits:

- (1) Take strict action against Contractor and cancel the contract along with blacklisting him for future. since it is known that its only due to some personal issues contractor has not been able to deliver on the project, taking such harsh measure does not ~~not~~ sound ethical. It shows absence of sympathy on part of official.

Remarks

② Issue a show cause notice to Contractor asking explanation for the delay and how he aims to correct it.

It will allow to know how contractor will minimise the overall delay of the project or will try to compensate for the delay by working extra hours. Also, he gets opportunity to explain his personal issues and that it required his urgent attention.

③ Cancel the contract and float a new tender for remaining work.

It allows to move ahead with the project without waiting for the contractor to correct the mistakes. Also sends a message that timeliness and quality is uncompromisable. But, the delay happened due to unavoidable personal issue with contractor else he was on track to complete the project. This approach shows calculative and lacks moral angle.

Remarks

In the above case option 2 to issue show cause notice to Contractor stands appropriate and he can compensate either monetarily or through work for any delay or quality compromise. This is both legal as well as humanistic considerations of personal issue with Contractor. In case the reply of Contractor is not satisfactory then punitive measures can be taken.

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Remarks