

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hr.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none">• There are 18 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 9/10/15Signature 

REMARKS

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SECTION A

Q1. Compassion is more than being empathic and sympathic, but requires both. Substantiate your view. (150 Words) (10 Marks)

Compassion is to understand ones situation or feelings, feel their emotions ~~and~~ ^{empathy} from their point of view. Also compassion drives us to take action in helping others, to better their condition. Therefore it is much larger than empathy, sympathy which is mere understanding of ones feelings.

A person is sympathetic, if he sees a beggar on the road and feels sorry for his poor condition but ~~he cannot~~ ^{he cannot} be called compassionate.

A person is empathetic, if is moved by beggars plight and donate ^{a sum of} ~~the~~ money to temporarily help ^{him} ~~from~~ to meet his needs.

But being compassionate is more. It is taking active steps to help beggar come out of his/her poverty and helplessness. Take efforts

to self sustain them. Join them in a NGO
which provides skill training, education etc.

Therefore Compassionate circles
& encompasses both sympathy and empathy.

Q2. Dedication and motivation can get people far in life. Motivation turns into dedication and dedication turns into success. List the steps needed to keep the civil servants motivated to achieve the goal of welfare of the society. (150 Words) (10 Marks)

Dedication is to put consistent efforts towards achieving a goal. However in the pursuit of the goal, a ^{person} civil servant is bound to face many challenges and even failures. It requires motivation, self confidence to pull oneself up and keeping working towards larger goals. Motivation that we are ^{working for} achieving bigger cause. Thomas Alva Edison is the best example for the importance of motivation. who persisted inspite of failing 10000 times.

Failures are frequent for a Civil servant, and also pressure, interference from various stakeholders. To keep civil servants motivated,

- (i) Institutional awards and recognition for better performance and innovative works.
- (ii) Create a work culture where leaders constantly motivate the subordinates by appreciating of their

of efforts

(ii). create a public feedback system, whereby they can be asked their choice for best employee of public servant

~~Q 5A~~ Recognition and appreciation of good service is the biggest morale booster for any public servant.

Q3. Empathy is necessary for making moral judgments. Discuss with examples. (150 Words) (10 Marks)

Empathy is understanding others feelings and emotions. It plays a very important in building relationships with others. Also at work place to create a harmonious environment. Also necessary for making moral judgments.

Empathy for a ^{food} company manager of the local population sentiments like rejection of meat, will help him make moral judgement restructure their food menu in the region.

Empathy ^{for} the develop^{ing} countries by the developed countries. ~~to~~ on the ~~disastorous~~ disastrous impact climate change is having will facilitate greater funding flow.

Empathy for the condition of the marginalised people, tribals getting displaced by developmental projects will help us make moral judgement on develop growth vs inclusion debate.

Therefore empathy can be powerful tool in understanding various viewpoints and take a well reasoned judgement.

Q4. Outside obligation on the public servant to be ethically and morally correct fails to improve ethics in public service rather the conscience of individual need to be enlightened. What steps will you take to enlighten your conscience for acting ethically correct while in service?
(150 Words) (10 Marks)

Accountability is one of the important value in public service, which implies being answerable to ones decisions.

Traditionally, it is relied on external agents ~~to ensure~~ like CVC to ensure accountability in public service but it has been failed in improving ethics in public service. Because ~~the~~ public official has many discretionary powers, all of which cannot be monitored by the external agencies. To illustrate a public official and ~~could~~ collude with private official to help him get a Government project which is very difficult to catch.

Rather it is enlightened conscience of an individual which ensures him to act in the interest of public and avoid prioritising personal gain. Enlightened conscience implies aligning ones value system with public service goals and values.

To develop my conscience

• I'm constantly analysing my value system with requirements of public service and ^{educating} ~~teaching~~ them.

• I like making myself compassionate, humble, selflessness.

• I'm simplifying my life, my wants so that they won't ~~come in~~ ^{obstruct} the performance of public duty like wanting leisure and public service won't go together.

~~My family support is most needed in performing well in public service. I will choose a partner who understands my work.~~

Therefore enlightened conscience in line with civil service values will help in acting ethically.

Q5. Social accountability has provided shift from 'vote' to 'voice' to citizens but integrity and ethicality at individual level decides its success. Do you agree? Substantiate with example. (150 Words) (10 Marks)

Social accountability refers to accountability of an organisation, public/private directly to people for ^{the} delivery of services, by providing a grievance redressal mechanism, enforcing transparency of functioning like RTI, ^{Social audit} & therefore accountability shifted from ^{during elections} vote to giving citizens "voice" about functioning and quality of services delivered.

But functioning of RTI, social audit etc. depends on integrity and ethicality at individual level. If the public information officer gives wrong information to the query and later even appellate officer supports it.

Similarly at an educational institutions, recently we have witnessed cases in Delhi. Here principals enrolled rich students under Compulsory PSV - marginalised category through fake income

certificates. ~~These~~ social accountability mechanisms can only ensure compliance with ~~gov.~~ norms but not its righteous implementation. It depends on integrity of the principal.

Therefore building the conscience of the public servants is key to ~~eth~~ ethicality of any public institution.

Q6. Public service must be founded on single most moral virtues of "Fulfilment of one's duty", rest of the foundational values may follow it automatically. Elaborate. (150 Words) (10 Marks)

Single most

It is the duty of a public servant to put public interest before ~~per~~ private interest. This automatically ~~is~~ implies selflessness in the service.

Fulfilment of one's duty as a public servant, implies making best use of money, resources. Implies one needs to be efficient. Also fulfilment of duty implies power vested should not be abused, implies integrity.

During fulfilment of one's duty, it must be remembered that public is supreme and sovereign and we are holders of their trust. It implies public servant should be transparent and accountable to public, also he should provide full information truthfully to the best

of his knowledge. This implies he should be honest.

To fulfil one's duty, it is necessary to be responsive to demands of public, compassionate to the needs of the weaker sections and above all requires dedication and commitment to duty.

Therefore fulfilment of one's duty automatically results in all other foundational values to be met.

Q7. For the common man, bureaucracy denotes routine and repetitive procedures, paper work and delays. This is despite the fact that the Government and bureaucracy exist to facilitate the citizens in the rightful pursuit of their legal activities. Discuss the steps needed to make governance citizen centric. (150 Words) (10 Marks)

① Remove need to file application for routine functioning of government like allocation ^{& money} under various schemes to Plocal bodies

- disclose these information online
- Increase transparency

② Quickly implement national e-governance plan.

At least for the time being set up centers like

e-seva of Andhra Pradesh, for getting documents

like birth certificate, land records.

③ Make scholarship applications, entitlements under various schemes online, marriage registration online.

④ For Industries facilitate online application for various clearances, compliance for labour laws

⑤ For foreigners, Indians - make visa application process online

⑥ To address delay in payment, shift to automatic cash transfers to bank account to it for welfare schemes like MGNREGS, & salary payments, Pension.

⑤ Digital Digitise Courts, notice stations - so that citizens can file PILs ~~etc~~, FIRS online.

we need to quickly implement these

Citizen Centric-governance is

measures to reduce the burden on citizens, make processes robust, responsive and efficient.

Above all citizen centric administration will reduce corruption by enforcing transparency, corruption.

Q8. For the proper maintenance of law and order a policeman should consider himself as a citizen with uniform and a citizen as a policeman without uniform. Discuss. (150 Words) (10 Marks)

Maintenance of law and order is the primary responsibility of the police. It is their responsibility to ensure people feel safe and justice is delivered to them.

In realising this, people police are vested with huge power, ~~common~~ resulting in huge asymmetry between police and citizen.

This authority has ~~to~~ made few arrogant, show high-handedness, feeling superior to citizens.

Citizens perceive police to be insensitive, not responsive and sometimes harassment like when

cases like dalit girls who are refused to file FIR ^{against} ~~against~~ for rape etc.

Therefore to redress this asymmetry & power, police need to infused with humility, public service, that he is a trustee of public, compassion. He should bear in mind that

he is accountable to citizens i.e. citizens are
in fact policemen without uniforms and as a
trustee of that he is ~~not~~ citizen with uniforms.

Community Policing Initiatives

increasingly being implemented ^{in various states} ~~after~~
like Kerala, Tamil Nadu and most recently in
Delhi is towards this objective of increasing
cooperation and coordination between police & citizens

Q9. The crisis of ethics in public life is more because of attitudinal problem of public servants rather than organisational ineffectiveness. Critically analyse. (150 Words) (10 Marks)

There is huge dissatisfaction among citizens with the quality of service they receive from food grain distribution to public healthcare and to police stations. They allege public officials are insensitive to ^{their} concerns, not responsive, huge delays, favouritism, corruption etc.

It has been pointed that root cause for the deep crisis in ethics is in the attitude of public servants who behave like masters than servants. Huge power vested in them made arrogant, exploitative to ~~of~~ ^{the} citizen. They see public offices as place to earn private gain, take comfort in security of office and don't function effectively and efficiently.

However organisational ineffectiveness is equally responsible for the crisis in public life.

our current organisational methods are outdated,
still follow ^{rather} secrecy than transparency, reluctant

to modify procedures and processes to make
them more transparent and enforce accountability,

Organisation doesn't regularly
evaluate performance of the official and reward/
punish accordingly.

Poor citizen participation because
of ~~complex~~ complex organisational procedures has
made public offices breeding grounds for corruption.

Therefore both attitude of
civil servant and organisational effectiveness ~~are~~ is
equally important. In fact organisations act
as container which gives shape to reality of
the public officials.

Q10. Explain the importance of any four attributes with respect of civil services: (75 Words each) (5×4=20 Marks)

- a) Adaptability
- b) Activism
- c) Innovation
- d) Courage
- e) Humility

a) Adaptability - refers to adjustment according to changed environmental conditions. It is very important for civil servant because he works in a very dynamic environment, faces pressures from various stakeholders. For example, today he is posted in health department, tomorrow he may be transferred to education. Similarly suddenly a disaster might occur, like communal riot. Therefore he should be ready to respond according to environment.

b) Innovation - is the ability to create new things, ideas. While working civil servants face numerous challenges, like corruption in a organisation, sudden drought in a region or

shortage of food grains etc and there doesn't exist a ready made solution for common folk.

The public servant has to innovate and devise a solution which is appropriate for the problem at hand.

(d) Courage - ability to withstand pressure, ~~also~~ ability to pursue one's agenda and also absence of fear.

while working civil servant faces lot of pressures like from Civil society, political class (for example - a corrupt subordinate was not allowed to be suspended by the local politician). But to carry out in spite of opposition what he/she thinks morally right thing to do, requires Courage.

(e) Humility means to be humble, give equal importance to all. Civil servants tend to become arrogant because of huge authority vested in them and thus act as if they are superior to others.

Having humility ensures that they listen to citizens grievances, be open to their suggestions and respond effectively. Therefore it is very important virtue for public servant to be a servant but not master.

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Q11. What is the difference between a 'Professional' approach and 'Vocational' approach of the civil services? Of the two, which one will be preferred by you and why? (150 Words) (10 Marks)

Professional approach is doing the task elegantly, effectively and efficiently.

For example - proper segregation of various functions at a metro station is a professional way of dealing things.

Where as "vocational" approach, ~~where~~ the work becomes worship, it is the only dedication, ~~is~~ objective one has in his/her life. To

fulfil the duty comes before all the private interests like family, himself, friends. For example

doctor who responds anytime to his patients is considered a vocational approach. But if the

same doctor who treats very professionally but only answers his patients between @ 10 am to 6pm everyday

is said to be a professional not vocational

In civil service, one has to be professional but ~~as~~ more importantly should

consider it a vocation to meet people's need.

Because public ^{office} ~~service~~ is
the ~~job~~ held under public trust, he should readily
respond to people's needs at any time of the
hour. For example a ~~fire~~ ^{fireman} ~~engineer~~ cannot refuse
duty to douse fire because it is 12 am at night.
nd he can refuse if it is 12 pm at noon.

Therefore it should be treated as
a vocation.

Q12. What do you mean by 'Perseverance'? Explain with examples. How can you prepare yourself to achieve this attribute in order to become a successful civil servant? (150 Words) (10 Marks)

Perseverance is continuous effort towards an objective, inspite of ~~various~~ failures, various obstacles. It requires belief in the end goal and should constantly motivate oneself to ~~not~~ work towards it. For example as a while carry out disaster relief operations, local boat operators revolted for hike in charges in order to carry out relief operation. It requires perseverance on the part of DM to motivate them to carry out relief operations or look for alternative.

Absence of perseverance will make a civil servant push blame on someone else for the failure. As in the above case, he can abscond from responsibility by saying boat operators resisted nothing is ~~not~~ in my hands.

Q14. You are a senior functionary in rural development ministry of Government of India and in course of your tour in the remote part of the country you want to have a first hand assessment of rural development programmes and their impact on the socio-economic condition of people, especially of BPL category. The district officials show you some of the houses constructed under rural housing schemes. You also talked to the people and local PRI representatives. The officials gave you a brighter picture of the situation where as people in general were critical about the attitude and approach of the officials (including elected). You were sad when you found that impact of the rural development programmes/schemes has been far from satisfactory.

- (a) Bring out the ethical issues involved in rural development programmes.
- (b) What recommendations would you propose to make so as to bring impact on rural development programmes?

(250 Words) (20 Marks)

One of the basic functions of the Government in a democracy is development, to improve the quality of life of people.

However, the ~~lagged~~ nature in which ~~schemes~~ rural development programmes are implemented bring out following ethical issues.

(a) Public trust :- People are not satisfied with functioning of officials \Rightarrow ~~loss of~~ they are losing trust of people.

(b) Commitment to work :- poor manner in which scheme is implemented.

It also brings out lack of drive to excel, Quality work, dedication to public service

~~(a) Absence of project~~

(c) Integrity rising → poor quality of houses ⇒ we cannot take out involvement of corruption.

(d) In this case people are

~~visibly~~ visibly dissatisfied with the quality of implementation but haven't come forth to ~~so~~ address their grievances. This can be due to

(i) lack of Awareness of the entitlements, features of scheme. Also how to address their grievances.

(ii) Didn't complain because ~~of~~ ^{of fear} afraid of officials.

In this case they should be encouraged to approach grievance redressal bodies, ~~the~~ and assure them that their identity will be protected.

(iii) check whether regular social Audit is happening.

~~OR~~ Also if possible amend the ~~so~~ programme to make social audit mandatory.

There can be other reasons for poor implementation of schemes like ~~poor~~ poor drafting of schemes, ~~poor~~ timely availability of funds etc. These need to be addressed.

Have a meeting with officials and also people, ask them to learn various reasons for poor impact of the programme. If there are issues like lack of timely availability of funds, poor drafting of schemes and any other implementation problem, they need to be addressed.

Q15. You are a senior administrative officer in a district. There is untimely heavy flood in the district which has threatened the life and property of 70 villages. People have to be immediately evacuated and brought to safer places. There is shortage of boats and essential commodities, besides medical, health, sanitary and hygiene problems. D.M. cum Chairman of District Disaster Management Authority is on long leave and you are the senior most officer in the hierarchy.

What will you do in such situation? Some of the options are given below. Evaluate the merits and demerits of each option and finally suggest what course of action you would like to take, giving reasons?

- (a) Make a request to state government to depute an experienced officer as D.M. as in this situation an experience senior may guide you better.
- (b) Take the problem as a challenge and take all necessary steps to provide relief to people.
- (c) Call upon National Disaster Management Authority and State Disaster Management Authority to help the district.
- (d) Go on long leave because if you fail to provide relief to the people, you are likely to be penalized.
- (e) Seek instructions and assistance from state government.

(250 Words) (20 Marks)

In the given situation, the district is facing a heavy flood threatening life and property of 70 villages. There is shortage of boats to rescue all villagers and also enough essential commodities are not available to take care of shifted people. In such a scenario

- (a) making a request to state government to depute an experienced officer as D.M. is not a wise choice. Firstly there isn't much time, need to act urgently. Secondly it will cast doubts on my credibility, competence.

If needed, an experienced officer can be asked to be ~~provid~~ guide appointed as a person to consult.

(b) This is what I would choose, by taking it as a challenge and try to ensure all necessary steps are taken to rescue. By asking boat operators to run more trips for carrying more people, asking neighbouring district ~~to~~ aid to augment essential commodities.

④ Parallely I'll keep informed senior authorities of the development and keep open to their ideas in making relief operations effective.

(c) This is always an ~~other~~ option if based on CWC estimates the flood will get worse and many people will not be rescued in the mean time. Given it will take time for NDMA to send forces, all necessary steps ~~at~~ using local resources should be taken to rescue as many as possible.

(d) This is never an option. I as a public servant cannot abscond my responsibility; Especially when lives of people is at stake.

(e) State government must be informed about the actions taken and status of the flood situation but seeking instructions will cast doubt on my credibility.

Therefore I would choose option (b), will try to take it as a challenge to ~~save~~^{rescue} people. Also will keep state government informed of developments. If CWC predicts that situation will be worsened, I'll inform NDRF to send disaster relief forces immediately to carry out rescue operations.

Q16. You are the Municipal Commissioner and with active cooperation of citizens and subordinates, you have prepared a citizen charter for better sanitation in municipal area. You have set out following time bound targets in the charter.

- (a) Daily collection of solid waste from each household.
- (b) Cleaning of all important drains before monsoon in order to prevent water logging.
- (c) Cleaning vegetable wastes from vegetable markets every following morning.
- (d) Levying penalty on those who do not use public utilities and openly urinate on public places.

What difficulties Municipal Administration might face in performing afore mentioned works and how would you take cooperation of people in performing the work efficiently? (250 Words) (20 Marks)

- ① ~~The~~ The charter ~~is~~ envisages daily collection of solid waste from each household ~~but follows~~ and also cleaning vegetable wastes from vegetable market every following morning
- (a) charter doesn't talk about any expectation from citizens, the manner in which they have to dispose/ manage their solid waste
- (b) Such a task requires huge manpower to collect solid waste. Also
- (c) ~~It is~~ The timings for collection of waste may not be comfortable for all citizens.

To address these issues, the citizens should be

(i) asked to separate organic wastes, inorganic wastes.

All the organic wastes + vegetable waste can be used to produce fertiliser by composting.

(ii) Through ward committee, find develop a daily timing for each ward when the municipal worker will collect solid waste.

(iii) According to above plan, employ required number of personnel and also solid waste trucks.

cleaning of drains before monsoon, might cause inconvenience to citizens because of temporary bad odour from the waste dumped. ~~the~~ Effective action must be taken to clean the roads immediately after cleaning the drains.

levying penalty for littering on the public places is little challenging to enforce because a police personnel cannot be posted in every street to enforce.

Here citizen participation and cooperation plays a crucial role. Also sanctions coming from community have high deterrence effect than from authority.

People's participation and their owning up of the programme to ensure swachh municipality is necessary for its sustained implementation. Incentivise people by rewarding good participation, compliance with charter norms and also regularly carry out ward awareness drive to sustain the cleanliness initiative among people.

Q17. You are senior Civil Servant heading a big organization which has a large public interface. People make various complaints regarding poor sanitary conditions with public utilities stinking. Employees report to office quite late and openly ask for bribe in order to clear the pending files. Most of the employees and officers have political backing and patronage.

Having been dissatisfied with the state of affairs you have finally started to take few initiatives as follows. What could be merits/demerits of these initiatives?

- (a) You personally started cleaning the office on the birth date of father of the nation Mahatama Gandhi.
- (b) Asking the local anti-corruption unit to organize few traps on corrupt employees to catch them red handed.
- (c) Recommend for transfer of some of the officers and corrupt employees.
- (d) Warn the late-comers of serious consequences if they do not mend their ways.

What could be best course of action with justification?

(250 Words) (20 Marks)

Being the head of a big organization with large public interface, it is my duty to ensure public can find the organization to be accessible, responsive to their grievances.

However, poor sanitary conditions of public utilities, poor work culture in the organization it has become a harassment to public. It is my responsibility to ensure employees act in public interest and for this purpose

(a) Leading by example by clearing my office will put moral pressure on employees to keep their offices clean. But there is no guarantee that employees will actually take it, given their poor work ethics.

Also doing it only on one day of the year will not result in changing their behavior.

(b) It is a prudent choice. Than acting hastily without evidence, local anti-corruption unit should be asked to set a trap and take strict action if caught.

However there are chances of rivalry between employees and local corruption unit, in which case public should be encouraged to blow the whistle.

(c) Recommending for transfers will help in provision of better services to the public. But it will create problems to the department/organisation.

where they are transferred. It is likely that they will continue the same behavior. Therefore need to take action against them.

(d) ~~The~~ ~~later~~ ~~comes~~ comes should be warned of mending their ways. There should be no tolerance for ~~not~~ not following code of conduct and I will lead from front by following it religiously.

If they continue to repeat the same behavior action will be taken against them like temporary suspension.

However to address the problem and ensure accountability of officials, citizens should be empowered.

(i) develop a ~~A~~ citizen charter for the organisation, with strict timelines for service delivery, quality and penalty for failing to

(ii) Grievance redressal mechanism ~~to~~ to register any complaints.

^{create}
(iii) Awareness among public of their entitlements from the organisation, various provisions like RTI etc

Organisation should be transformed into body of public

Q18. In a particular state, flood is a regular phenomenon. Every year some innocent lives are lost apart from damage of properties worth million of rupees. There is a river embankment which protects approximately 75 villages. It has not been repaired since last three years. Unfortunately it has breached causing flood in most of villages where 300 people have lost their lives besides other damages. After flood recedes, various diseases have broken out and the district administration was caught unaware.

Ponder over the situation and answer the following questions.

- (a) As head of the District Administration, what steps would you take to reduce the sufferings of people? What could be your limitations?
- (b) What steps would you take to fix up responsibilities of officials for negligence and dereliction of duties? (250 Words) (20 Marks)

Flood is a regular phenomenon in the state implies the local administration should be vigilant of disaster prevention, launching relief measures if needed. Part of ^{flood} prevention is regular checking of the river embankment ability to withstand the flood.

The embankment is not repaired for last 3 years indicates the neglect on the part of the mandal local representatives, lack of foresight and commitment to public service.

(a) In such a scenario, first step would be reduce the sufferings of the people

(i) Ensure they are provided basic essential commodities like food, shelter, clean drinking water, etc.

(ii) need to address the epidemic which broke out before it can cost ~~along~~ life. ^{First assess the} ~~Make~~ ^{immediate} diseases which are prevalent and likely to rise. Make immediate arrangements for ~~recruiting~~ ^{procuring} drugs, if required more health personnel.

(iii) Steps should be taken - to ~~rescue~~ repair the embankment; provide compensation take a list of all the deceased and provide compensation to the lost families; aid them in rehabilitation, construction of damaged homes.

(b) First local level engineer who is responsible for the maintenance of the embankment

should be asked to submit a report within a week why the embankment has not been repaired for the past 3 years. Depending on the report ~~action~~ ^{action} will be taken against him and take further steps to ensure regular repair of embankment. Also local village ^{officials} representatives should be asked to submit a report for their neglect.

As the head of district it my responsibility to be ~~careful~~ cautious about possible rise of diseases after flood recedes and take various measures to prevent such a break out. I should accept it as my failure to anticipate -

Since damage to public and property has been done, it is ~~to be~~ ^{to be} ensured that officials responsible for dereliction are punished.

After considering officials viewpoints, cases which are obvious neglect of duties should be punished. ~~and~~