

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 1.5 hr.

Max. Marks: 140

	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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Excellence*

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1. Invigilator Signature _____

2. Invigilator Signature _____

Name ABHISHEK SURANA

Roll No. _____

Mobile No. _____

Date 15/10/16

Signature Abhishek

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 ~~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)

Illegal encroachments or slums have been the base of Indian Urbanisation process. The case study highlight the ^{ethical} dilemma faced by a civil servant in dealing with the issue.

On the one hand, there is a need to take strict action as per rules & regulation while on the other hand, there is a need for empathy towards the condition of slum dwellers due to harsh weather.

Remarks

dwellers due to harsh weather.

a) Vacating slum by using Police force.

Advantage: As per the rule book, effective action, better living conditions in the city; Appreciation by seniors; shows no-nonsense attitude.

Disadvantage: Shows lack of empathy and compassion, towards the weaker section, non accommodative action, Slum dwellers have to face hardships due to weather, the informal economy also suffers.

b) Request senior officers to wait and arrange for alternative place.

Advantage: Ensures that slum dwellers does not have to face hardships; shows compassion and empathy.

Disadvantage: - Delay could be used to launch protests, the senior authorities may loose interest, extra expense for public exchequer.

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(1) Raise this issue with the help of Media.

Advantage: Public opinion can be formed against the slum demolition in present condition, giving voice to the weak,

Disadvantage: Might bring unnecessary attention on myself, could breed mistrust within department.

In context of the situation the best option would be to request officers to wait till weather become normal and make alternate arrangements meanwhile.

This is because the slum dwellers have a right to be forewarned before an action.

Further, there is a need for flexibility in approach. Demolishing settlement without alternate arrangement could only aggravate civic problem as they have nowhere to go. Thus even from utilitarian perspective it is best to delay the drive for time being.

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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 case study highlights the challenges faced by a civil servant in addressing public apathy and increasing public participation for government scheme.

Indians are often called as one of the most pampered citizens of the world. We are known for complete disregard for cleanliness in public places. Indifference, lack of interest, 'Meri Kya' (What do I have in it?) and 'Mujhe Kya' (Why do I bother) mentality are the chief reason for this. In this context the idea of ensuring citizen participation via collecting small fee is laudable and innovative.

- a) There are several things which went wrong -
 - 1) Use of unilateral power of office acted as a

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dampnes.

2) Lack of buy in from the government staff and agencies as they were not consulted. Thus they are unhappy.

3) Lack of citizen participation in formulation of this policy. Lack of dialogue with stakeholders. It appears that my action as collector to collect fee was taken as lacking nuance and understanding of the issue.

(b) He should continue to start the programme although the approach might have to change. This is because:

i) Common Good - As such a big task ^{of cleanliness}, can't be solely dependent on the govt funds, the fees can provide extra money.

ii) Citizen Participation - Since they are paying fees, they'll gradually start monitoring the cleanliness bringing in a behavioral change.

iii) Backing down now could be taken as my weakness and could be later misused for other purpose.

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(c) The urgent need is to open dialogue with the civil society as well as administrative stakeholders to make them realise the reasoning behind such steps:

i) A meeting could be called if all stakeholders and presentation can be made on the policy to ensure their buy in

ii) Media campaign to increase public awareness

iii) There is a need to persuade people and

for that local celebrities or religious leaders could be used as they have the social influence

iv) A social audit committee should be setup which could monitor effective utilisation of funds

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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).

A. A CITIZEN CHARTER - TRANSPORT DEPARTMENT

i) Services Provided :- i) Issuing of driving licence for

motor vehicles
ii) online application and issuance with flexible dates for driving test.

ii) Grievance redressal mechanism :- You can write to the District Transport Officer via email or

letter

iii) In case of ^{any} ~~in~~ delay in issuing licence for more than 10 days, it would be responsibility of the government officers to explain the delay and the causes behind it.

iv) Duty of citizens :- i) To not engage any middlemen for getting driving licence.

ii) ~~Refused~~ to pay any bribe whatsoever.

Remarks

Merits of the Citizen Charters -

- i) It delineate the service provided ^{and} grievance redressal mechanism
- ii) It ensures that delays are properly handled
- iii) It espouses citizen's duty alongwith departmental promises as they have an important role as users of the services
- iv) It makes the process easier for citizen by making provisions for online application.

Difficulties and problems in implementing the Charter

- i) Lack of commitment by employees to make it a success
- ii) Scope for discretion ^{for corruption} during driving test.
- iii) Lack of timely resources - funds and manpower
- iv) Lack of awareness among citizens about citizen charters - they may continue relying on middlemen.

Steps to revise and upgrade the charters -

- i) Wide stakeholder consultation with public Participation.

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ii) Ensuring that there is employee-buy in before a commitment is made by department.

iii) Process simplification could be used for online test of driving skills further minimising discussion

iv) Appropriate feedback mechanism

A public campaign can be launched via media to make public aware of the charters.

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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 case study presents a succinct picture of government department's work culture especially those which deal with the weakest and marginalised section of society.

a) Corruption, Bribery, lack of empathy and compassion, lack of transparency, self serving attitude of the govt officers are few ethical issues in here. In this context, the options available to me are:

- i) Suspend the officers who demanded bribe and setup an inquiry committee.
- ii) Ask the vigilance department to crackdown.
- iii) Systematic change via simplifying the claims clearing process using Direct Benefit transfers

Remarks

b) Suspending the officers - This may act as a deterrent for other ~~officers~~ employees who indulge in such practices. However, its impact can't be longlasting as such things are forgotten very often. Further, the practice is rampant in entire organisation and catching one bad fish may not help.

ii) Ask the Vigilance department to step in - This may help in external oversight of the action against corrupt employees. However it may not be possible to catch each and every corrupt individual due to lack of resources and time.

iii) Systematic Change - This will ensure that the root cause of the problem - the opportunity for exercising discretion is permanently addressed.

The option to use direct benefit transfers for systematic long term change is the best and would be adopted.

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- Reasoning: -> It ensures that there is no longer any opportunity within the process to exercise discretion and indulge in corruption.
- ii> It ensures the common-good of bribe free working environment in government office
- iii> Even by utilitarian principle it ensure maximum happiness of max people (pensioners)
- iv> It will bring in long-term change
- v> It will change the work culture of organisation and make it more dynamic.

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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)

India's dismal medal tally at Rio Olympics has been a cause of much criticism and ridicule from various quarters. While sports in general are facing various issues of governance, corruption, doping, extreme competitiveness, nepotism, etc - the chief reason for such performance could be traced to the lack of sports culture within the country.

The reasons for this could be traced to the lack of playgrounds and sports faculties in schools and college. Even where there are these grounds, they are used as venue of public functions, fairs (melas) and marriages thus depriving the young ones the opportunity to play.

This results in lack of interest in sports both by kids and their parents. The parents do not want to send their children to special academi

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due to lack of time and resources.

Further this absence results in loss of talent for India. As the talent is not identified in early stages, it becomes difficult to groom the older ones. Moreover the lack of sports activity causes various health related issues for the next generation.

This could be seen in the rising incidence of Obesity among the young ones. There have been cases of diabetes even before 30. Thus for overall wholesome development of the next generation as well as for the benefit of the country, I request you to make playground and sports facilities compulsory in schools and colleges. This would ensure the maximum benefits for the society which even by ethical principles is a right thing to do.

Certain other measures which can be taken ~~for~~ are -

i) Provision for training at ^{Sports} academy at early age

ii) Hiring Coaches and trainers on contract by SAI in Tier - 3/4 towns.

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iii) Institutionalise the system of school level sports competition at district, state and national level

iv) Scholarships scheme for those ^{students who} ~~excelling~~ in sports

v) Setting up of special schools and colleges focused on sports (Eg - ~~Rai~~ in sports school at Rai, Sompot)

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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)

- a) The options are - (FIR)
- Registers a complaint against the Parents of the girl child
 - Ask the parents to desist from such practices in future and let them go for now
 - Rescue the girl and admit her in court hostel
- b) The limitations of options are
- Registering a complaint - Strict against parent may aggravate the situation for girl. Further it may turn public opinion against me.

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ii) Ask the parents to desist - Might have short term effect as they could resort to such practice later.

iii) Rescue the girl - The girl herself might be unwilling. Further the situation in government hostel is extremely unhygienic and she may not like it there.

(c) In context of the case study ~~rescuing the girl and admitting her under a hostel~~ ~~appears~~, registering the complaint against parent appears best option.

It would set an example that such practices won't be tolerated this sending out a message to the public.

It is as per the law and the culprits would be dealt with properly.

Regarding the vulnerability of the girl, help of local child NGO can be taken to take care of her for the time being.

This option ensures the common good for stopping child marriage. It ensures that the child

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is not further harassed and justice is done to his

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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)

a) The options are - ^{which} ^{contribute} ^{strict} ^{action}

i) Take strict actions against the contractor

ii) Don't act against contractor

iii) ~~Request for extra funds to employ~~ make alternative arrangement for time being after speaking to the contractor.

b) i) Strict Action

Merit - No Nonsense approach, satisfy subordinates

Demerit - Lack of understanding, Inhuman, lack of emotions empathy and compassion

ii) No Action

Merit - Empathy and Compassion, Obliges the Contractor, Gratitude

Remarks

Demerit - Breed Complacency; lack of accountability, Public interest (timely and proper completion of project) is compromised.

iii) Alternative arrangement

Merit - Public interest is ensured, Balance interest of both sides

Demerit - shows special treatment of an individual

The best option is to make alternative arrangement with the help of contractor.

Reasoning :- Situation demands openness and flexibility rather than a strict approach.

This option ensures that project is completed on time as well as the contractor is able to attend to his son. In the current situation where public infra projects are running behind schedule, it does not look well for department to penalise an efficient contractor for ~~no fault of his~~ an unforeseen issue.

Further as a fellow human being one can

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understand the pain and suffering of father-

Thus keeping in mind the virtues, common good as well as public interest - alternative arrangement should be made.

(A)

Remarks