

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<p>There are 19 questions.</p> <p>All questions are compulsory</p> <p>The number of marks carried by a question/part is indicated against it.</p> <p>Content of the answer is more important than its length.</p> <p>Answers must be written in the space provided.</p> <p>Any page or portion of the page left blank in the Question-Answer Booklet must be clearly struck off.</p>
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1. Invigilator Signature

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Date 22/09

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SECTION - A

Q1. Explain the following quotes with respect to the public service:

- (a) "Your own Self-Realization is the greatest service you can render the world".
 (b) "To handle yourself, use your head; to handle others, use your heart".

(75 Words Each) (5×2=10 Marks)

(a)

self-realization is the process of understanding self and going beyond the materialistic concepts to the heights of morat and humanistic values.

It helps to understand self's strength and weaknesses. It helps to accept the realities and gives motivation to work upon the weaknesses.

As a public servant, it is very important to render life for the service of all sections of the society.

self-realized person will escape from greed and illegal activities. Public service to self-realized person will be

Remarks

2½

'VOCATION' and ~~not~~ the 'VAEATION'

(b)

The sentence shows the importance and way to handle the situations while making decisions and balancing the emotions.

Decision-making should be based on facts as well as values.

Emotions should not get over the rationality while making decisions.

While, on the other hand empathy and compassion should be always visible in the decision making.

2

Public servants needs to make policies, give advices, take discretionary decisions. Hence, while making all these decisions, it should be rational decision with addition of compassionate thoughts.

Remarks.

over all good approach.

Q2. "Aristotelian and Buddhist ethics are alike formally: each advocates moderation". Discuss.
(150 Words) (10 Marks)

Aristotle and Gautam Buddha, both advocated the idea of moderation.

Aristotle's concept of 'Middle Path' -

Aristotle was against following the extremes.

He said, both the extreme ends are

like vices and hence, one should

opt for the middle path which will be 'virtue' in its sense.

e.g. Atrusism and Hedonism both should be avoided.

Gautam Buddha on the other hand propogated the idea of 'Madhyam Marg'

It was propogating the idea of aligning against any extremes.

Remarks

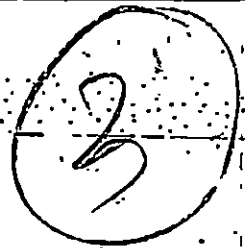
It helps to maintain balance in the life.

It brings in more objectivity and rationality in decision making.

As a public servant also, one strives to strike a balance between public and private lives.

Madhyam marg or middle path guides in taking appropriate decisions in the times of conflict of interest.

What did the opine about the rational exercise?



Remarks

Q3. Do you agree that parochialism creates devilish leaders and threatens common survival? Discuss with respect to the usage of religion as a tool by the people to increase enmity. (150 Words) (10 Marks)

Come to the point directly

Human civilisation has survived on the principles like cooperation, accomodation, adjustments and compromises. Hence, human is called a 'social animal'.

Parochialism is a narrow mindedness, thinking about a particular region/masses and hatred for others. It disturbs the social fabric and promotes the indifferentiation. It also provokes the peoples based on the false principles and emotions. Hence, people ceases to think rationally and becomes more judgemental in their thinking.

Remarks

Religion, state, language, ethnicity are various bases of parochialism.

Religion is used by some people to instigate the hatred for other religion.

In country, like our, multi-religion is a norm, where we have lived together from centuries.

But, some narrow minded people create nuisance in the society. They tries to corrupt the mind of individuals especially young ones and divert their attention to petty issues which are in their self interest.

But, India has been torch bearer for the world in times of turmoil. The constitutional principles and ethos of the society helps to overcome such trivial issues.

Discuss some incidents related to it.

3 1/2

Remarks

Q4. Illustrate the following statements with respect to the transparency:

- (a) "Transparency is a prerequisite for accountable government".
 (b) "Transparency is an ethical imperative a duty for government and administration".
 (75 Words Each) (5×2=10 Marks)

(a)

Transparency is absence of secretiveness
 in the dealing of a public office
 functions.

It includes simple procedures, the
documents available for public at
 ease.

Transparency helps in maintaining the
higher standards of accountability.

Grievance redressals are also simple
 and available to citizens.

e.g. social audit can also be
 considered as a mechanism of
 transparency.

e.g. The Right to Information Act.

Need
 to
 discuss
 accountability
 too

Remarks

(b)

Government and administration runs on the principle of 'social contract'.

They should always try to maximise the public welfare. They should show passion, commitment, devotion to duty. 'Service' should be ultimate motto.

Transparency in the functioning helps to maintain higher ethical standards in government functioning.

It becomes duty of the government

to provide all necessary access to its citizens to scrutinise its work.

Transparency ultimately helps to improve the 'trust deficit' and hence strengthens democratic values.

25

good

Remarks

Q5. Define the connotation of the word "the common good". Discuss the role of voluntary organizations in maintenance of that. (150 Words) (10 Marks)

"The common good" can be understood as that thing which is attributable to common society and can be shared individually.

e.g. Education, Health.

"Common goods" are the product of the efforts of the society. Hence, contribution of every individual becomes important in achieving the common good.

Voluntary organizations, are made by contributions by individuals on voluntary basis. Nobody is forced and individuals eager of helping others leads to formation of

Remarks

such organisations - (VOs)

As government has limited ability, VOs could help in maintaining common good.

e.g. Public parks, Public gyms.

VOs can themselves use and maintain these facilities. The sense of ownership is very important in its success.

Hence, there should be good combination of government authorities and VOs to create and maintain "common goods".

Given any such example of NGO which are working for public cause.

3

Q6. Differentiate between any two of the following terms:

- (a) Commitment and Dedication
- (b) Values and Beliefs
- (c) Honesty and loyalty

(75 Words Each) (5×2=10 Marks)

② Commitment and Dedication

Commitment is shown willingness of an individual to do a particular task.

It shows the energy and efforts that one will put to ~~complete~~ ^{good} complete a particular task.

Dedication on the other hand is 'qualitative' notion of the commitment.

It shows how efficiently and effectively one has tried to achieve the goal.

Commitment is required to have dedication towards a particular task.

Remarks

③ Honesty and Loyalty

Honesty is being truthful and not hiding anything. It is like being open and transparent.

Honesty is important as it helps to improve trustworthiness of an individual.

Honesty leads to integrity, transparency, faithfulness.

While loyalty is ^{being} un-honest to particular thing (which may be an individual, organisation or the nation).

Loyalty to constitutional principles can make an individual true nationalist.

But at times, loyalty to unethical practices may lead to violation of various ethical principles.

2 1/2

Remarks

Q7. What is normative ethics? How does it save a leader from deviation from the ideal path? What difficulties occur if a Civil Servant rigidly sticks to normative ethics rather than taking help from the wisdom of normative ethics by factoring in the ground realities?
(150 Words) (10 Marks)

Normative ethics is a branch of ethics which deals with the ~~to~~ rightness or wrongness of an action.

It gives the norms regarding what is good and what is bad. Hence, one can follow these norms to avoid unethical practices.

These norms are like prescriptions provided to judge the action of an individual.

Hence, if a civil servant does something that is in contrast with the normative principles, s/he can take course corrective actions.

Remarks

In times of decision-making, these norms will be there to help a civil servant.

But, government is run on the rules, principles, code of conduct and defined norms.

Hence, if somebody depending solely upon normative ethics may lead to decisions in contrast with government rules.

So, wisdom becomes very important here. Wisdom accompanied by the normative ethics will help a civil servant 'practical and ethical' actions.

Ground realities have to be considered.

32

Remarks

Q8. What is structural discrimination? Why is legislation alone insufficient to alleviate them? Suggest ethical measures to remove the structural discrimination.

(150 Words) (10 Marks)

structural discriminations are one which are there inherent into the culture, values and belief systems of a particular society.

They are become part and parcel of the - traditions.

e.g. discrimination of women or discrimination based on religion or caste.

Legislations are considered as one of the mean to alleviate such discriminations.

But, legislations are most of the time made by majority groups. They lack complete rationality. Also, implementation of legislations is not effective.

Remarks

It is inherent everywhere

And legislations do not take care of the attitudinal factors.

Hence, following ethical measures can be used to remove the structural discrimination —

- Creating awareness among the various sections of the society regarding humanitarian values and principles.
- Value-based education —
- Concepts like 'Ethical governance' should be adopted.
- Creating 'social reform movement' to tackle these discrimination e.g. Movement against practice of sati.

Indian society is facing problems like child marriage, sexual crimes, communal violences, bonded labour and soon. We also requires 'social movement' to eradicate these menaces.

Remarks

Commendable approach

4

Q9. Answer the following questions based on the concept of conscience:

- (a) What is conscience? Explain the following quote with respect to that - "In matters of conscience, the law of the majority has no place". (Mahatma Gandhi)
- (b) How is conscience shaped by the education, law, and authority? What is the importance of conscience in decision-making? (75 Words Each) (5×2=10 Marks)

(a)

Conscience is a moral judgement in deciding right or wrong. These moral judgements are derived from the values and norms of an individual.

Hence, conscience will help an individual to judge a particular thing on the basis of its merits.

Conscience also helps in maintaining consistency and defending one's decisions in public.

Conscience also fights the pressure that can be there from majority to take decisions against the moral values.

Remarks

(b) Conscience is derived from the norms and values of the society.

Education, law or authority helps to shape and re-shape these norms and values.

e.g. Authority propagates the ideas like 'rule of law', 'authority of family' \rightarrow respecting elders and so on. *Discuss role of these all separately*

Hence, the base for conscience is built through these institutions.

Education - promotes ideas of equality, justice, liberty, spirit of enquiry which ultimately contributes to the conscience building and taking rational decisions based on facts. It helps in avoiding emotional biases.

Hence, it is one of the most important value that a civil servant should have.

Remarks

2

Q10. "A person may cause evil to others not only by his actions but by his inaction, and in either case he is justly accountable to them for the injury." Elaborate the essence of Mill's statement with respect to corruption. (150 Words) (10 Marks)

Corruption is the misuse of power, authority and indicates ~~low~~ low moral standards.

Corruption leads to disturbing the work culture of the organization.

It also delegitimises the government's authority due to increasing trust deficit.

Individuals who are involving in such unethical practices need to be punished.

But, what is happening nowadays is corruption is becoming the way of life.

'Chalta Hai' attitude of Indians

Remarks

is one of the reason for this. Hence, inaction by the society is intensifying the problem. And, hence can be held accountable as much as the individual involved in corruption. Growing incidences of killings of RTI activists, whistleblowers also poses great threat. Society is failing to protect and nourish these voices.

We need to move towards 'Badal Sakta Hai' attitude. Moral standards should be restored by the use of laws, education and making it as a social movement against corruption.

Cite any example of inaction.

3

Remarks

Q11. Define any two of the following attributes with respect to the civil services:

- (a) Serenity
- (b) Beneficence
- (c) Practical wisdom

(75 Words Each) (5×2=10 Marks)

(b) Beneficence -

It is the attribute which tells us that one should work for others, should seek development of citizens. Actions should benefit others.

Civil servants, while serving the nation, should put public interest ahead of individual interest.

(2) Beneficence will lead to devotion to duty, compassion and commitment to work for the betterment of citizens. Hence, it is an important attribute a civil servant must have.

Remarks

© Practical wisdom -

Practical wisdom is taking actions which are based on the knowledge and reasons.

A ~~per~~ Civil servant having practical wisdom will be able to take rational decisions.

Also, his/her actions, will be based on established facts. Hence decisions can be defended in public.

It is also prerequisite to maintain integrity of an individual.

It also helps a civil servant to become more trustworthy and increases faith of the subordinates.

It should be used correctly to get optimum result.

2

Remarks

Q12. What is social contract theory? Did you find ethics as guiding principle in it? Discuss.
(150 Words) (10 Marks)

Thomas Hobbes gave the theory of 'social contract'.

According to him, human being is a social animal. And has learned to survive with co-existence.

But, there is always tendency of self-interest for which one can harm other.

To avoid this, government is created where all citizens forgo their some of rights to the government. In return, an individual gets guaranteed rights e.g. right to life.

Hence, it becomes responsibility of the government to take care of its subjects.

Remarks

social contract Theory is build on the need of stability and protection of individual's rights.

Hence, it can be considered as that ethics is also becomes inherent part of it.

Also, government is based on rule of law, regulations, protected rights, absence of discretion and so on. And 'individual' is been at the centre stage of the theory.

Hence, combination of need and some of the ethical considerations became the guiding principles of the 'social contract Theory'.

3

Remarks

Q13. What is Confucius famous for? Why his teachings are still relevant in the modern society?
(150 Words) (10 Marks)

"Our greatest glory is not in never falling; but rising every time we fall" - Confucius

It provides glimpse of the teachings of the Confucius.

He propagated the ideas of social and political ethical principles that should guide an individual.

He also taught to respect others and abide by the rules and regulations given by the government.

He also emphasised on education as a tool of empowerment.

In the modern society, there are various problems like corruption,

Remarks

increasing crimes, conflicts between various castes, classes, countries and so on. Moral standards of the society are also down.

Hence, teachings of Confucius have become more relevant than ever.

He opposed the self-aggrandising nature of the human being and asked to follow self-discipline.

There should be dedication, empathy, compassion observed by the political classes so as to work for the greater good of the society.

Make it meaningful but at least

3

What was his political belief

Remarks

SECTION - B

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

Q14. You are DM of a district where a big infrastructure project is underway which is apprehended to displace large number of villagers. The work of building that infrastructure is often interrupted by environmental and social activists who off and on organize massive protests. The project is stipulated to be commissioned very soon by the Prime Minister and the project work has stopped for more than two weeks. Which of the following options would you prefer to take and why?

- (a) Use of the force to disperse the protesters and arrest the leader.
- (b) Talk with the leader, hear the complaints and apprehensions, convey that to the government and request quick redress or assurance in writing for the same so that work can begin.
- (c) Try to negotiate, give assurance of redress of complaints and apprehension as far as possible and request the leader and protestors to leave the project site immediately, failing which, resort to the use of force immediately.

(250 Words) (20 Marks)

I am the DM of a district where a big infrastructure project led to displacement of many peoples and now facing the agitations from the environmentalists and social activists. Soon the project will be inaugurated by the Prime Minister and hence it has become onus to resolve the matter as early as possible.

Remarks

The issues involved in this case are

- Duty of a civil servant
- Concerns of the public
- Grievance redressal
- Persuasion skills of a civil servant.

Keep
at
minimum

Option (a) in this case will amount to gross violation of principles of the 'welfare state'. Because use of the force on the unarmed peoples, fighting for their grievances amounts to excesses by the state. Hence, option (a) should be least and last option.

Option (b) seems to be more desirable and workable option. Here, there is middle path (Aristotle) that could be achieved.

Also, grievances of the people will be addressed permanently.

Remarks

Justice will not only be done but will also appear that has been done.

Such measures are true principles of a democratic nation, respecting the sentiments of its subjects.

Option (a) is on the same lines as

that of the option (b). But, here

the solution is temporary. The justice will be incomplete.

Use of force should be last resort.

Hence, I will prefer option (b) as the first and favourable option.

If that does not help, ^{use of} mild force will be the last option.

Elaborately discuss merits & demerits of every option.

Remarks

Q15. Strict discipline is the hallmark of a good administrative system. There are increasing cases of subjugation and insubordination in administrative setups which de-motivates both subordinates when they are suppressed and bosses when they are disobeyed. Annual Performance Reports and strict adherence to the official Code of Conduct are the two most important mechanisms to ensure discipline in an administrative system. Suppose you are head of a government department with 50 subordinates, elaborate how would you act in the following situations?

- How often would you use Annual Performance Report as a threat to the erring officers and why?
- Is Annual Performance Report a full proof system of assessment of employees?
- Do you think that two way assessments (boss & staff and staff & boss) can lead to a full proof assessment of the staff in an administrative system?
- Can you argue that motivating the staff for adherence to Code of Conduct rather than threatening, censoring or firing is more sustainable way for maintaining discipline in a large organization and the latter as means to restore discipline are dispensable?

(250 Words) (20 Marks)

Annual Performance Reports (APR) are the basis of the promotions and advancement in the career.

APR is currently done by the "Head of the Department" which lacks the active participation of the one who is being assessed.

(a)

I would use APR for the least possible times as a threat to the erring officers.

Remarks

I consider APR as a tool of motivation which I will use very innovatively to promote the trust building and seeking good performance from subordinates.

Happy and rich work ethic and maintaining cordial relationship will be my initial preferences.

(b)

APR can not be considered as a full proof system of assessment of employees.

APR are 'one-sided evaluation' of an individual. It shows the feudal mindset of the work culture.

Also, quantification of work is very hard and leaves discretions to the heads of the departments in.

Remarks

It is based on only objectivity!

Assessments.

(c)

The concepts like 360° evaluation, peer-reviewed system or multi-stakeholder reviews are increasingly being used by the organisations.

Two way assessments will help to bring in objectivity. Here principle of reciprocity will also be measured. One thing should always be kept in mind - "A true leader is one who teaches his/her followers to lead themselves."

2
What about its anomaly?

(d) Large organisations become successful on the basis of trust, commitment from employees. Devotion for the greater good of the organisation will only come from motivation. Hence, participative management becomes very important in restoring discipline.

1½

Remarks

Q16: 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 would you adopt, giving reasons. (250 Words) (20 Marks)

Corruption at the public places is the big menace which leads to reducing public faith and violation of ethical principles.

A case of corruption has come across in my department which I am heading.

Old man has come to me to solve his problem.

Below are the various options available to me -

Remarks

① I will call the concerned Assistant and will demand explanation from him.

Old man will be given his pension as per the rules.

It will lead to solving the problems temporarily. But, work culture at large will remain corrupt.

② I will call ~~vanis~~ meeting with important officers. Strict warning

will be issued. And this ^{will be} communication to all concerned employees.

I will create deterrence in the minds of all employees. But again, the

solution will not be sustainable.

③ Best option

Maintaining higher standards of ethics at work place is multi-dimen

Want
you
probe
into
the
matter
to
elicit
root?

Remarks

Signal process.

Option ① will be exercised by me as a immediate solution to address the grievance of ~~the~~ old man.

To address the problem permanently I will take following actions -

- 1) An effective grievance redressal mechanism at the workplace.
- 2) Citizen Charter will be displayed with multi-stake-holders views.
- 3) Suggestion box / complaint box will be made available.
- 4) Minimising manual interface and implementation of ICT for

I will be acting as a ROLE MODEL to motivate my subordinates. Also, problems faced by my subordinates will be communicated to the concerned authorities and will try to make work culture the perfect example of ethical conduct.

Remarks

Q17. There are spiritual gurus and social activists who enjoy big following among people. Their messages flow easily among masses & people follow them. However, government spends lots of money on advertisement of its welfare and development programmes, yet people's response and participation is sluggish as exemplified in the "Swachh Bharat", "Beti Bachao, Beti Padhao", "Afforestation" and "Family Planning" schemes among others. There are many social ills such as child labour, dowry, and aggressive sexual assault of women. Answer the following questions based on the above case:

- (a) Do you believe that involving spiritual gurus and social activists to increase peoples' participation in welfare programmes is good? Give reasons.
- (b) What are the difficulties in involving spiritual gurus and social activists for promotion of the government's welfare programmes?

(250 Words) (20 Marks)

Participation of citizens is pre-requisite
for the success of any welfare programme.

Participation and active involvement makes sure the last-mile reach of the welfare and eligible gets their share. It also leads to minimising corruption and exclusion errors.

e.g. Pulse Polio drive

(a)

There are various issues involved regarding the involvement of spiritual gurus and social activists in

Remarks

promoting the Government's welfare programmes.

Their involvement can ensure better participation because of the kind of authority exercised by these leaders.

They also have mass base of followers.

The charisma of these individuals

plays major role. It ensures compliance of followers to particular dictates by these leaders.

Also, mouth publicity is fast in case of these leaders.

Common people sees them as their own guides and hence assures devotion.

(b) But, involving spiritual gurus and social activists will come with

Remarks

various conflicts.

Government has to maintain the principles of non-partisanship, which might be violated in this case.

Also, there can be cases of partiality in appointing involving such leaders.

Conflict of interest can be seen where spiritual leaders indulging into propoganda of proliferation of ideas.

Their involvement might also signal the endorsement of their ideas by the Government.

Hence, it will be better to strengthen the formal means of communication.

Accountable mechanisms should be used in ensuring participation, e.g. ASHA workers played vital role in eradication of pulse polio from India.

85

It is

not an easy task to

Remarks

pick a right word or Fakir

Q18. Due to proliferation of porn literature and videos in the era of increased mobile and internet, sick sexual addiction and perversion is fast increasing, not only among less educated, and emigrant labour force living in slums, but also among the educated class and friends and family relatives leading to unwanted pregnancies, murders, suicides, etc.

- If you are secretary in the Home Ministry of a State, what steps would you take to address the rising trend of sexual perversion and sex-related crimes against children and women?
- Would you suggest a complete ban on pornographic websites? Give reasons.
- Why despite laws against perverted sex and sexual crimes, this continues, especially in big cities and metros?
- Do you think that laws are inadequate? Give some arguments in favour of "social control" and "community vigilance" to curb such aberrations.

(250 Words) (20 Marks)

Crimes against women and children are worst forms of crime happens in the society which indicates the lower moral standing of any society.

And, these crimes are on increase in society like ours which used to be 'Ramrajya' once in the past.

(a) As a Secretary of the Home Ministry, I will be handling Police department in the state. Following steps will be taken to address this problem -

Remarks

- 1) Increased vigilance by the police.
- 2) More women police so as to make the police stations accessible to the victims.
- 3) Use of PCT
e.g. HIMMAT APP by Delhi Police.
- 4) Awareness generation through various means of media like radio, TVs, Mahila Mohalla Sabhas and so on.
- 5) Ultimate aim will be attitudinal changes which can be created by discussing the problem, awaring the public and involving the families.

(b) Looking at the scale and intensity of the problem, I would suggest a complete ban on pornographic website.

Remarks

25

2) But, it will be very difficult to implement. Also, there is a need to address other attitudinal problems. Also, it may violate 'right to privacy' and freedom of an individual. Better educate people for the same

1 1/2
what to be
c) Ineffective criminal justice delivery system has led to reducing the credence value of the laws.

Also, low level of education, growing poverty are magnifying these issues.

2) d) India is a country who has laws in almost all areas. But what matters is its effectiveness and efficiency in implementation. Also, laws denies to any active role of society at large and individual in particular. Hence, social control and community vigilance will be the future tools of controlling such menaces.

Remarks

Q19. In recent times it has been seen that the Civil Servants rise from sleep only after a crisis assumes an unmanageable shape and form. It was seen during Uttarakhand natural disaster, adverse consequences of endosulphan in Kerala, coal mines accident in Jharkhand and Blue whale computer game inspired suicides in some states. Answer the following:

- Why a Civil Servant remains uninformed and indifferent to a brewing problem in the area of his jurisdiction— is it due to an individual officer's failure or a systemic failure?
- What homework should Civil Servant do before he gets charge of a particular region and a particular department in the context of the above mentioned problem?
- In what way technology can help Civil Servants in monitoring a brewing problem in the area of their jurisdiction?
- In what way regular interaction with people in his area of jurisdiction help in this regard?

(250 Words) (20 Marks)

An ideal civil servant should be visionary, anticipating the ^{incoming} situations and ready with possible solutions. It makes a civil servant a perfect leader.

Looking at the above mentioned issues, it seems there are various problems in anticipation of issues.

(a) Many a times a civil servant remains unaware of many of the

Remarks

Issues in his/hier areas.

Reasons for this can be systemic

e.g. desk work nature of job, formality in work culture, unaware citizens, less field work and so on.

On their part, individuals' apathy towards citizens, lack of vision and compassion towards society also leads to these problems.

So both individual officer and system are responsible for these brewing problems remaining uninformed.

(b) A Civil servant should ideally interact with incumbent officer and seniors to gauge the overall situation of the department.

Remarks

s/he should also know or become aware about the politics of the area/department.

2½

Economic, political and social history of that particular area will be helpful for a new civil servant.

s/he should also get himself/herself informed regarding work-culture in the office.

Try to develop communication in local language

③ Technology helps in a great way in monitoring a brewing problem.

e.g. Use of social media for grievance redressal of peoples.

Technology reduces the 'distance' between citizens and public authorities.

2

It also helps in fixing accountability.

Technology also keeps a civil servant

Remarks

well informed about the problems.

(d) Regular interaction increases public faith. It reduces the trust deficit. It indicates compassion of civil servant. It also acts as a way of informal communication and deterrence to subordinates.

Not to use this space.