GSSCORE

An Institute for Civil Services

IAS TOPPER'S

TEST COPY

KARNATI VARUN REDDY

Rank - 07

Ethics Marks - 121

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hr.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		• There are 18 questions.
2.		
3.		
4.		• All questions are compulsory
5.		
6.		• The number of marks carried by a question/part is indicated
7.		against it.
8.		
9.		• Content of the answer is more important than its length.
10.		
11.		
12.		• Answers must be written in the space provided.
13.		
14.		Any page or portion of the page left blank in the Question-
15.		cum-Answer Booklet must be clearly struck off.
16.		
17.		
18.		

Name ___K. Vasu Reddy___

Roll No._____

Mobile No._____

1. Invigilator Signature _____

2. Invigilator Signature _____

Date _____

Signature _____

SECTION A

Q1. The concept of Civil services as a 'Service' instead of 'Power and Authority' encompasses the ideas of effective accountability, citizen centricity and respect for human rights and the dignity of the individual. Discuss. **(150 Words) (10 Marks)**

(ICS)

Indian Civil service had its origin during Colonial times. During British rule, ICS is the instrument used to rule the country. Therefore the idea of power, authority got ingrained in the work culture of ICS.

But after Independence, India is Constituted as a welfare state, providing services to the people and as a democratic state, meaning people are supreme and Public servants are holders of peoples trust to govern.

Therefore service instead of power and authority, citizen-supreme, citizen satisfaction became the ethos of Civil services. Improving quality of life and dignity of individual is the goal of welfare state.

For citizen to be supreme, these must be effective measures to enforce accountability of the Civil servants to citizen, like citizen charter, RTI.

And also at the centre of all service delivery is citizen, all the procedures are modified to be _citizen centric_ like e-governance, community policing. Increasingly changing from allocation based to right based delivery of services like RTE, RTI. which also increased dignity of individual

However we have a long way to go to become a truly citizen friendly, corruption free, transparent civil services.

Q2. The politico-administrative regime has generated alienation that has strengthened the "we and they" syndrome between the ruler and the ruled. Illustrate. **(150 Words) (10 Marks)**

The culture of "we and they" highlighting a sense of superiority of holders of public posts over normal citizens can be traced back to colonial regime, where Indian Civil services was used to administer the country. This bureaucratic culture has been unfortunately continued post Independence, which Nehru remarked in 1960s as his biggest failure.

Police which is the face of the administration is the best example of this syndrome. Various allegations against police like non-reporting of FIR, human rights abuses, fake encounters like in Gujarat.

The root to this "we and they" syndrome" is our politico administrative regime which was built on secrecy — official secret Act, 1923. seeds for changed has been planted with the passage of Right to Information Act,

nos. Increasing adoption of citizen charter and 'public service' is ~~has accept~~ replaced power and authority

various initiatives like community policing, mygov mygov.in etc illustrates our shift from "we and they" to "we for them" syndrome.

Q3. Without leadership from the top, any attempt to achieve major ethical reforms in an organisation is bound to fail. In the light of this statement, elaborate on the leadership role displayed by Lee Kuan Yew in Singapore. **(150 Words) (10 Marks)**

A leader has to drive the reforms from the front. He should be example for this and role model for his subordinates to emulate.

Lee kuan Yew, as the Prime minister of singapore has spearheaded in building one of finest bureaucracies in the world.

(i) He is a man of zero tolerance to corruption, indiscipline, — took stringent action against errant officials

(ii). He picked bureaucrats who are of impeccable integrity, merit-based to the top positions

(iii) He himself walked for 18hours a day, as an example to bureaucrats to aspire to walk too longer.

(iv). He instituted one of the best training institutes in the world, where focus of the training is shaping values, attitudes of the civil servant in line with the demand of Public service.

(v) He encouraged citizens to be take part in service delivery by

(a) Making mandatly all organisations to have citizen charter

(b) Encouraging grievances from public

(c) established Taking measures to improve service delivery based on suggestions.

Therefore he stood as a perfect example of how a leadership from top, can go build an ethical, citizen friendly and responsive organisation.

Q4. Political corruption differs from other type of corruptions because its unethical affects demoralizes the entire fabric of the society, which is doomed in poverty, illiteracy and backwardness. Illustrate.
(150 Words) (10 Marks)

(a) Political Corruption - can result in huge, misappropriation of public funds which are allocated for welfare.

e.g. according to Planning commission, out of 3.65 Rs allocated to food, subsidy only 1 Rs reaching people.

(b) Political Corruption - will result in incompetent officers to hold posts based on affiliations & contacts with politician. This implies Quality of public service delivery will be affected.

e.g. allegations against competence of FTII chairman, closeness to ruling government.

(c) Poverty, illiteracy implies dominance of caste, religion based organisations. use of money power in elections - and this will reinforce political corruption.

(d) Political corruption implies weak accountability mechanisms to hold easing officials accountable.

(e) political corruption will ~~affect gov~~ make whole governance opaque, public grievances are not addressed.

(f) Rampant crimes, political convictions, and worse this corruption can creep into Judiciary by appointing favourites. This will destroy rule of law.

Therefore political corruption need to arrested by mobiling civil society to voice against it, awareness among citizens to choose competent political leaders.

Q5. It is often said that small bribes in day to day functioning do not make much difference in terms of cost and we should take steps for controlling big corruption. But at times small bribes can have big costs on common citizens' life. Do you agree? Give your arguments with examples. (150 Words) (10 Marks)

It is

To illustrate with a simple example, media makes huge hue and cry to report at the amount of scam in cases like 2G, Coal seam allocation where lakhs of crore are involved but itself indulges in small bribes like hundred & thousand to get access to restricted sites etc.

We have developed a culture of tolerance to small bribes. A car license applicant pays road transport inspector 200 Rs and get a license and he is a licensed murderer/threat to driving on the road. we read about hundreds of school children killed because of negligent bus inspection of device license issue.

This small bribes have become so prevalent that even for receiving pension which is due to a senior citizen, bribe has to be paid.

How pity, a senior citize citizen has to pay 50 Rs for getting 200Rs (25% of pension) , on which he has to survive a month.

Therefore even a small bribe can have big costs on common citizen life because of its huge prevalence in every department adding up to a significant amount.

Q6. How can the character of an individual be linked with work efficiency? Even with strong character of an individual, work culture of the organization make the people reluctant of taking initiatives. Discuss the steps needed to create an inspiring and innovative work culture.
(150 Words) (10 Marks)

Character of an individual is closely related to work efficiency. For A person might who considers work as a duty, will be always responsive to finish the work in least possible time say clearing bank transactions. Where as for a person who is lazy, sees work as a pastime activity, he came to rest will have an attitude to delay work, postpone till it is crucial to with finish the work. Therefore till that time he will not to take new work & responsibilities.

However for people who who are diligent and always willing to take new responsibilities organisational set up can act as a big barrier

(a) Complex set of rules, procedures, paper work to take an initiatives

(b) Permission from huge chain of superiors

(c) Lot of delays associated with clearing the project,

usually months

(d) Attitude of colleagues, who are not willing to take new responsibility.

All this will reduce the motivation, consume lot of energy of the individual which could have been channelled into project

Q7. "The basis of all systems, social or political, rests upon the goodness of men"- Swami Vivekananda. What does this reference mean to you in the present context of increasing corruption in the system?
(150 Words) (10 Marks)

The integrity of the person manning the public post will determine the efficiency of the organisation. Degradation of values among civil servants, putting private interest and personal gain above public interest has been pointed as the reason for rising corruption in the system.

In this context, it is apt to quote above Swami vivekananda's words that the efficiency of working of all systems whether social or political, rests upon the goodness of men.

~~Therefore the bringing attitudinal change in the workforce~~

Not just in Government organisations recent volkswagen emissions scandal highlights the importance of goodness of men to promote public interest and create public value.

Moral corruption of disrespecting others' human rights like child trafficking, sexual abuse are inherently linked to goodness of men.

Cultural corruption by destroying culture contradictory to our views — shia-sunni conflicts and killings is also related to values of tolerance and goodness of man.

Therefore central to all types of ills affecting the system is reforming the individual, which depends on reforming education.

....

Q8. In order to enter politics and become an effective participant in transforming society, one has to win an election but to win an election he must sully his hands. In this way, his genuinely noble objective is tainted much before he has an opportunity to realize it. Why establishment of ethical framework in politics has become a distinct dream? (150 Words) (10 Marks)

Q9. 'Citizen Charters act as a proactive approach for establishing good governance.' Critically examine. Suppose you become the head of district transport office. How will you establish a sense of empowerment in the customers to make the government functioning citizen-centric?   (150 Words) (10 Marks)

Q10. In today's environment, due to lack of information of Legal Knowledge, day to day common issues become difficult to handle and this soon lead to aggravation of the problem into disaster. Discuss the statement with the context of significance of RTI.   (150 Words) (10 Marks)

Q11. Do you agree that the present process of the State withdrawing from various sectors will improve the probity in the service delivery?

(150 Words) (10 Marks)

SECTION B

Q12. Once you have visited a hospital to see your relative, there you found that a case of acid victim came but the hospital administration was busy in fulfilling formalities instead of treating the victim. Once you have read in newspaper that hospital is bound to treat such cases as emergency according to government rules, so you persuaded the staff to take the case instantly and fulfil the formalities later on.

You got very disheartened by the situation and found that even due to presence of rules, guidelines and regulations people are not aware about their rights. What steps can you take at your end to increase the awareness about different rules, guidelines and norms prescribed by government to the hospitals? **(250 Words) (20 Marks)**

In the situation given, the hospital staff are more concerned about fulfilling the rules, regulations, procedures than ameriolating the pain/suffering of the acid victim.

various issues involved in the given situation are,

(i) Inspite of government regulations, hospital staff is not treating the case as a emergency. This implies either negligence in compliance or lack of awareness about their duties

(ii) People accompanying the victim or bystanders in the hospital, have not come forward to ensure immediate

care to victim.

This implies lack of awareness about their right & among people. It can also due to lack of empathy, insensitivity of people.

iii) Also brings into question role of g Government, responsibility of hospital administration to increase awareness.

On the issue of addressing the awareness among people at my end.

<u>Case 1:- If I'm a common citizen</u>

i) I can file a complaint to the hospital grievance redressal cell, as to why administration has failed to bring awareness among its employees about emergency procedures, rules etc.

ii) I as a consumer of public service, is very displeased with the nature Government is providing (if its public hospital) and file a complaint at consumer protection court.

(iii) ~~Stated~~ Under RTI, file a query to know about how many money Government has spent, ^{steps taken} to increase awareness about rights of citizens. Publish my study along with the ^{current} case.

Case 2: Of I'm a Government servant

(i) ~~Can ensure the~~ will ensure that all the emergency cases, way they should be handled are ingrained in the employees through appropriate training

Rights of citizens, quor quality of care from hospital i.e. citizen charter such will made to pasted on the wall of hospital

(ii) will issue Government guidelines in the newspaper, use radio to broadcast the menage to the people..

And Acid attacks, accidents eh emergency cases should be handled with lot of sensitivity and responsively because the few moments lost due to delay can cost a life

Q13. It is usually treated that education plays a very important role in life. We are incomplete without a good education because education makes us right thinker and correct decision maker. Education is the solution of any problem, it is only education which promotes good habits, values and awareness towards anything like terrorism, corruption and much more. Then why the cases of domestic violence or assault of domestic maid or child sexual abuse, etc. are heard in higher society? What are the faults in the present education system which has made person professionally sound but personally unsound and decreased their humanity? (250 Words) (20 Marks)

It is universally recognised that education is a fundamental right of every human being. Huge empowerment tool in realising one's potential. It can create an orderly, harmonious and tolerant society through promotion of good values like sharing, cooperation etc. Also educated citizen is bare for a thriving nation.

India's literacy rate especially among youth (15-24 years) is over 90%, almost universal primary enrolment but ironically in the recent years number of juvenile crimes are increasing, and also cases of domestic violence, child abuse etc if gone by NCRB statistics. It raises the question about nature of education system? Also is education

Before looking at faults in education system, it is essential to understand the rising cases of abuse, human right violations

(i) Indian society is highly patriarchal attitude, it is more strongly entrenched in rural areas where 70% of our of our population lives
- Preference for male
- Only 27% of women participate in work place ⟹ rest dependent on husbands.

• poor literacy rate, participation in political institutions

Domestic violence, dowry & suicides, female foeticide can be attributed to these

(ii) Huge Inequality, Poverty, education's inability to get them employment is pushing them towards crimes like smuggling, child trafficking, drugs, alcohol, prostitution etc.

(iii) Lack of political voice, suppression by majority, share in development — reasons for minorities resorting to violence.

These highlight our education system failure to

a) to bring attitudinal change among our people even after 67 years of independence.

(ii) Failure to be inclusiveness of women, SC, ST, muslims

(iii) Poor quality of our education resulting in poor learning levels and unemployment.

In our society to change the deeply entrenched attitudes - education should be

a) structures Taught by teachers who are imbibed with positive values of gender equality, empathy, respect for human rights. Teacher teaching is at core of attitudinal change and also improving quality of education

educating masses,

(ii) Government has a huge role in changing attitudes and reform → by promoting positive values through broadcast, taking stringent action against violation.

directly Education system should be structured

to target the reforms we want in the society

Q14. Indian history has seen some extraordinary reformers who not only established the very foundation of modern India but also made an impact on the world with their philosophy and great work for the society. During the period of Indian Renaissance many social reformers as Raja Ram Mohan Roy, Ishwar Chandra Vidyasagar, etc. has initiated steps for improving the social rigidness. If you were given the chance of creating awareness in the society against the prejudices and norms prevailing, what steps will you take to improve the situation of women in India? *(avoid politico-economic angle and discuss any two-three issues only).*   (250 Words) (20 Marks)

One of
One of the most disappointing developments in our growth story is - in the last decade we have grown consistently at an average of 8% per annum but our child sex ratio has dropped from .927 in 2001 to 914 in 2010. This implies inspite of increasing incomes, modernisation we are going backwards in gender equality.

The issue of child sex ratio dropping must be addressed urgently. The root cause lies in the __attitude__ of people. __Girl child is seen as a burden__ because of prevalent practices like dowry, increasing violence against women and __inheritance norms__ in the society.

(Thus) to ~~address~~ *change* attitudes

(i) Need to educate people about the positives of having girl child — love, care and affection she brings to the family

(ii) educate them of the benefits an educated girl can bring to the *family* ~~society~~, to the society and to the nation

     — she is not a burden, but a source of wage earner herself.

(iii) That practice of <u>dowry</u> <u>is illegal</u>, and also having an educated girl child will get her an educated husband who takes care of them too.

     <u>Dowry</u> is a another prevalent practice which is contributing to female foeticide, girl child neglect, suicide and depression of women.

     It is not because of lack of awareness that it is illegal but people have by and large accepted it as a genuine thing.

It has roots in patriarchal mindset, where men is seen as bread earner, women confined to domestic and women is seen as a spender of man's income therefore dowry to compensate.

This must attacked by increasing education, employment percentage among women. Also people need to be sensitized about the atrocities committed on the name of dowry, suffering of girls family who virtually sell all their property, & suffering of the girl and build a civil society momentum to abstain dowry.

In the long run, addressing the issue of patriarchal mind set, promote gender equality should be actively pursued through reforming our education system, curriculum which o aspire to build a value laden citizency.

Q15. You are a D.M of a small town in West Bengal. Once you have visited a village and found that it have an alarmingly low level of academic achievement in spite of the Government's best efforts to ensure universal primary education and substantial budgetary allocation year after year. After talking to the local people you have realised that the teachers come for just few days in a month, most of the time school is closed. Thereafter, you have conducted a meeting of all the staff from various departments top to bottom and teachers. After talking to them, you have realised that no amount of laws and rules, and threats of punishment can compel the experts and professionals to give their best in promoting good governance. A teacher, a physician, a surgeon, an engineer, an engineer, an accountant or a lawyer, when serving under the public authority may be controlled by law, rules and regulations, but their best professional contributions can never be ensured unless their own ethical preparation induces them to do so.

What steps would you initiate to bring a sense of accountability at Individual Level? (250 Words) (20 Marks)

In the village, has failed to progress on the academic front inspite of spending huge amount of money. Main reason for the problem is poor sense of responsibility, duty among the teachers to educate the students.

It is an issue of degraded values, where work is seen as a pass time affair rather than as a devotion.

To address the issue, first need to put in stringent accountability measures. Second and most important is to bring change in the behavior of the teachers,

staff etc. However it must be kept in mind that accountability measures are so equally important for sustaining the behaviour.

To bring a sense of accountability at individual level

B) clear outline /map the responsibilities of the teacher, engineer etc

- no. of working hours per week
- no. of classes he/she must take
- Yearly, Quaterly performance target he must achieve like learning levels of children

(ii) create a institutional mechanism to hold teachers, staff accountable for meeting those targets.

- In case of failure, punishment like cut in salary should be levied. Repeated failures should be dismissed

- Divolve other stakeholders like parents, panchayat raj in the process. It will ensure transparency and greater pressure on the teacher.

short term

iii) Provide a _training_ to the teachers, for helping them to achieve their targets, upgrade skills and bringing their values in line with _professional values_

iv) Rewarding teachers who have met the targets, performed exceptionally.

v) Also accountability at (building institutional accountability) ~~Along with building~~ individual accountab

(i) Principal level – His _duty_ should be to ensure that all the teachers under him will meet their targets.

(ii) Mandal Education Officer – His _duty_ is to ensure all the schools ~~or~~ under his jurisdiction will meet their targets.

Therefore by clearly outlining the duties and targets at each level, and building a ~~rob~~ robust accountability mechanism followed by rewards/ punishment will go a long way in building a sense of accountability at individual level

Q16. There is an anomaly in the society. People when travel in local trains do not follow the rules related to hygiene and sanitation but when the same people travel in Metro they follow all the rules. Similarly, when people roam in local markets their behaviour is different as comparison to that in Shopping Malls. Are the stringent laws and penalties in the Metro and Shopping Malls bring a change in their behaviour or the peer pressure? Is the peer pressure can be used to bring a change in organisational system and reduction of corruption in the system? **(250 Words) (20 Marks)**

There is a huge contrast the way people behave in metro trains which are neatly maintained and local trains which are poorly maintained. Similarly in the shopping malls, people don't dare to throw a ice cream wrapper on the floor but it is a frequent occurrence in a street market.

Laws, regulations are the same in both the cases but what makes the difference is the Peer Pressure.

Take the shopping malls case, first it is very neatly maintained that in itself have a psychological pressure in damaging the ambience by littering. Secondly when everyone else are maintaining the etiquettes, we will be hesitant to deviating from the standards of behaviour because of fear of

attracting unwanted attention, disapproval from people.

This peer pressure has been widely used in various campaigns like arresting female foeticide, swachh Bharat campaign, etc. Because when living in a group of society, nobody wants to be stand out alone as a non-complier of societal norms. It creates a huge moral pressure

This can be successfully employed to change organisational system and reduce corruption in the system.

(i) Of through proper training, if the employees are made trained to deliver service to people on time — say clearing a pension application in a day, failure to comply employees will be afraid to fail in meeting targets because it might question their competence

=> can help in making organisation responsive,

citizens get better service and also helps individual to perform his duty without negligence.

(ii) Corruption is similar to litter in a on the street and corrupt free office is like a shopping mall. Huge peer pressure if someone wants to take bribe in a corruption free environment which is similar to throwing litter in the shopping mall.

Lack of peer pressure is the reason for corruption, poor organisational work culture like delays, poor responsiveness which has turned to be harassment to the citizens and hiddrance to the growth of the nation.

However building peer pressure will require complete overhaul of the attitudes of the entire workforce, and a long team strategy which starts with training the current recurities and creating accountability mechanisms to prevent existing employees to act against expected norms.

Q17. You are a Tribal officer of Jharkhand. Once you visited a tribal region. You noticed that poverty, hunger, malnutrition and impoverishment have been the perennial problems for them. With your team efforts you initiated a development drive there by providing subsidised foods, primary education and health facilities.

But you were shocked to see that they had rejected these subsidies and asked for livelihood amenities to live a respected life, not on charity.

(a) What would be your reaction to the above situation?

(b) What steps would you initiate to improve their livelihoods?

(250 Words) (20 Marks)

It is a good question

(a) I will have nothing but great respect and praise for the tribal people who want to live a respected life by earning through their own hardwork and labour than depending on subsidies for food, education, health to address issues like poverty, hunger, malnutrition etc.

While appreciating their intentions, the tribal population must be made to realise the intentions of government to provide subsidies

(i) It is not to disrespect their capabilities to fend for themselves ....

(ii) It is to address the issues of women impoverishment, malnutrition etc which will effect

their productivity to work, their women and children like increase in IMR, MMR.

(iii) It should be driven home that subsidies are temporary measure, while the primary goal of the government is to ~~build~~ create sustainable livelihood opportunities

(iv) In this direction take various steps like

- Provide a MSP for the tribal mind forest produce. Create a tribal cooperative & seek help of TRIFED to market the products.

- Don't subsidy if they exist, but <u>build</u> <u>schools</u> with residential facilities and also <u>vocational training</u> institutes. Generate educated, skilled workforce.

- Now attract <u>industries</u>, forest based and mineral based ~~agro~~ to the region and create employment opportunities for the local population

. Also train local population as Auxillary
mid nurses, teachers

. Take steps to improve local agriculture,
animal husbandry, horticulture etc. By
developing linkage with agri-research
institutes for <u>extension facilities</u>.

The core to address the issue
is educating them of the reasons & for the subsidy,
how they benefit them and that they are a
temporary measure as creating livelihood amenities
which is the central ~~objective~~ instrument for empowerment will
take time.

Q18. Just as an organization needs the right talent to drive its business objectives, people need the right environment to grow and achieve their career goals. In the present MNC culture office environment is informal, and there is no apparent hierarchy between managers and their subordinates. Employees are treated as equals and independent views are welcomed. Is this work culture can be implemented in Government organisations? What is the significance of this work culture in improving the efficiency, economy and effectiveness of an organisation? (250 Words) (20 Marks)

An organisation needs the right talent to drive its business objectives, people need right business environment to grow and achieve their career goals.

But both of above is missing in our government organisations. Public servants perceived as corrupt, rigid, insensitive, delay processes, lazy and seen as the reasons for poor public service delivery. Public servants blame it on the rigidity of rules and procedures of the organisation; hierarchical set-up which inhibits free exchange of information, ideas.

In this context, many many commissions recommended adoption private culture into bureaucracy. In private MNCs, workculture is very informal, no apparent hierarchy. Lot of

freedom to employees to ~~order~~ structure their work according to their timings, many informal meetings, parties which help build relationships among a workforce.

Implementation in Government organisation

~~Thoughts~~ It can not completely emulated into Government organisations. ~~The~~ Government needs to maintain hierarchy, for proper chain of command and discipline given the huge workforce in the organisation. It is essential to maintain effectiveness.

Few positive changes in the Government work culture like.

(i) Informal meetings, parties, dinners with family members of an organisation will help build relationships, among colleagues

— build team culture cooperation in the organisation

— Therefore increase efficiency, economy of the organisation.

(ii) Allowing free communication, exchange of ideas without having any sense of hierarchy.

- This will improve organisation effectiveness and economy by adopting better solutions
- Also free exchange of ideas, will develop a sense of ownership among subordinates officers while implementing.

(iii) Regular consumer feedback which is a must in a MNC to improve its service delivery. It will enhance quality effectiveness of the organisation.

(iv) Reduce stress in the work environment by having coffee breaks, create a more friendly work environment by organising events like celebrating childrens day when all the employees bring their children to work and have fun games etc.

The ultimate objective of reform is to build a congenial work environment without losing the sense of public service, and its effectiveness