

**1. How does aptitude differ from attitude? Illustrate.**

**Introduction**

Attitude and Aptitude are important characteristics of the human personality, which influence one's learning, performance and behaviour as well as the way one adapts to his or her environment.

**Body**

<b>Aptitude</b>	<b>Attitude</b>
An aptitude is a component of a competence to do a certain kind of work at a certain level. Aptitude is inborn potential to do certain kinds of work whether developed or undeveloped.	A predisposition or a tendency to respond positively or negatively towards a certain idea, object, person, or situation.
Aptitude is related to capability and proficiency	Attitude is related to character
Aptitude may be physical or mental	Attitude is only mental related
Major components of aptitude are (1) emotional aptitude (2) intellectual aptitude (3) moral aptitude	Major components of attitude are (1) Affective: emotions or feelings. (2) Cognitive: belief or opinions held consciously. (3) Behavioral: inclination for action. (4) Evaluative: positive or negative response to stimuli.
Aptitude is the potential of a person to do certain things due to the innate ability or accumulated knowledge.	Attitude is the way a person understands, perceives and responds to certain situation.
Aptitude is positive connotation only.	Attitude can be positive and negative.

**Example for aptitude:**

- Enabling creative work shop's when there is less enrolment for insurance schemes for agriculture and livestock. This is completely based on knowledge and potential to increase the enrolment for the welfare of the society.
- Managing the administration when there is short of human resources shows person's efficiency, potential and capability.

**Example for attitude:**

- There are number of schemes for the development of poor. Helping the poor within the administrative limits when they are devoid of document shows the positive attitude of the administrator.
- Maintaining the good relationship between the subordinates and superior officers shows the balance of attitude of a person.

- Famous personalities such as Mahatma Gandhi, Thomas Edison, Albert Einstein, and Mother Teresa were successful in their fields because of their positive attitude – when their journeys became challenging, they did not give up; instead, they kept on trying till they reached their goals

### Conclusion

Civil Servants need to deal with different mind-set of people and situation every day, his decision making affects society as a whole. He should be morally just and effective decision maker and thus aptitude and attitude largely helps to achieve.

## 2. Can a person without administrative aptitude become a successful public servant? Critically comment.

### Introduction

An aptitude is a component of a competence to do a certain kind of work at a certain level. It is inborn potential to do certain kinds of work whether developed or undeveloped. Administration is a systematic process of administering the management of any organization.

### Body

The main function of administration is the formation of plans, policies, and procedures, setting up of goals and objectives, enforcing rules and regulations, etc. To successfully run an organisation, a public servant must develop administrative aptitude.

#### A Public Servant without administrative aptitude:

- He/She Can't be able to manage critical situations or when an organisation is in crisis
- Delegation of work cannot be effective without having proper administrative skills which lead to confusion and mismanagement of the organisation's resources.
- He/She always chooses the easiest solution to solve a problem without spending more time to come up with a good resolution for all concerned.
- People with such poor administrative aptitude give chance to Misuse of their position and power by others/themselves.
- They can't set an example as a "Leader", tend to be a follower.
- He/She focuses on managing people and their work.
- Profit-making orientation and corruption creep into the organisation.

#### A Public Servant with administrative aptitude

- He/She focuses on making the best possible utilization of the organization's resources.
- People with administrative aptitude possess Quick and efficient **Decision-making ability**.
- **Leadership** is the hallmark of a good public servant and a great administrative aptitude.
- The **Discipline** of the administrator is an important component as it flows down the organisation.
- They contain a **strong personality**. Being strong means having the confidence to change any worst situation regarding organisation into an optimistic one.
- They are Unbiased, make themselves accountable and able to See long term interests of the institution.
- **No micro-management** and Allow employees to grow. He/She understands their concerns and needs.
- Apart from that, They make organisation Highly productive and effective by using methods of teamwork, participatory approach in the organisation etc.,

### Conclusion

However, presence of administrative aptitude alone may not suffice. It also the right attitude, compassion, honesty, emotional intelligence, public mindedness, etc to become a successful public servant.

### 3. Can aptitude of a person be assessed? What tools can be used to do it? Discuss

#### Introduction

Aptitude is a component of competency to do a certain kind of work at a certain level, which can also be considered talent. It is basically the ability to deal with aspects of environment and the natural ability to acquire skill in some specific field.

#### Body

Aptitude of a person can be assessed as we often judge our peers with the potential they have. Few might be good at Mathematics (we tend to call them Ramanujan) and few at Science (we tend to call them Einstein) and so on. Hence we know the potential that they have in their field of Specialization.

Even when we speak about leadership qualities in cricket, the names that we arrive at are Sourav Ganguly, MS Dhoni in common. Though there are many great Batsmen's and Bowlers, still when it is about captaincy and leadership in tackling difficult situation the mentioned names take the lead.

Even while dealing with Technology related crimes, Police Department generally prefer young officers, as they are technologically advanced. So, this is indicative of the fact that we are able to assess the aptitude of an individual.

**We assess the aptitude of an individual with the help of tools like general observation and few selected tests.**

**Assessment using General Observation:**

- **Human Relations-** A Civil servant meets hundreds of individual every day. Most of them are poor, belong to vulnerable section of people. The way civil servant deals with different section of people in a way that helps him understand the situation from people's perspective is most important. Hence, his subordinates and fellow citizens can assess the Aptitude of the individual.
- **Use of Technology-** Aptitude of an individual can also be assessed by the ease with which the individual uses the Latest Technology. For example- The role played by police officers in dealing with cybercrime.
- **Problem solving ability-** Challenges are part of everyone's life, few face it and few manage to escape. The way problems have been tackled (effectively and efficiently) is indicative of aptitude of an Individual.

**Assessment using tests:**

The tests are in two forms: Independent (Specialized) and Multiple (Generalized) Aptitude Tests.

**Independent tests include:**

- **Numerical Aptitude tests-** basically all the competitive exams such as CAT, CDS, AFCAT etc. tests the numerical solving capacity of an individual.
- **Engineering Aptitude tests** (Includes fields such as mechanical, electrical, electronics and so on)-Exams such as GATE, IES etc.
- **Typing Aptitude-** selections for few government and private jobs have fast typing as selection criteria.

There can be many other independent specialized tests in line with above mentioned tests.

**Multiple Aptitude tests:**

These are combination of independent tests as shown above. One important such assessment that we can cite here would be the Service Selection Board(SSB) for Armed Forces, where numerical aptitude, Verbal Aptitude, Physical Strength, Ability to lead group of individual etc are assessed.

## Conclusion

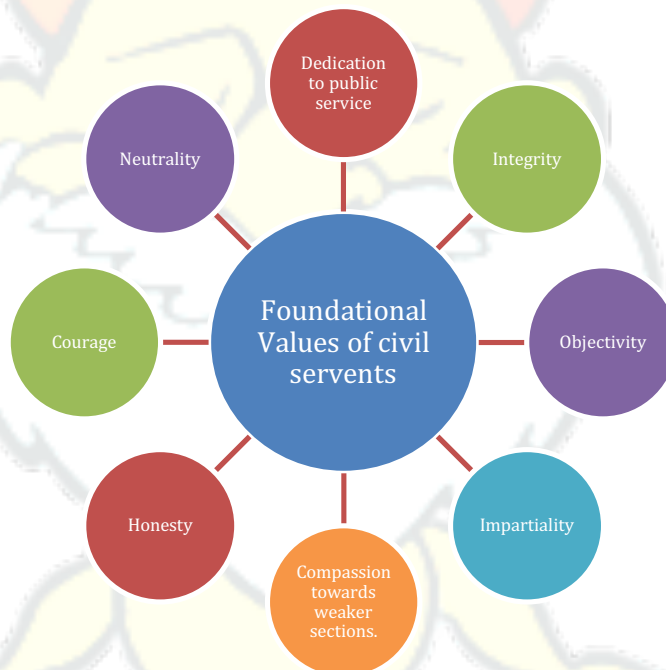
For any individual to succeed in his/her domain, one is required to have some innate potential to learn, understand and acquire a few skills.

## 4. What are some of the foundational values for civil services? Why are they called 'foundational'? Explain.

### Introduction:

Civil services are an integral part of Indian democracy and considered as "Steel Frame" of governance. They play a great role in societal development as they have the responsibilities of both decision making and policy implementation. There are some foundational values which are must for better administration.

### Body:



As per the Second Administrative Reforms Commission, the foundational values of the service are:

- Integrity
- Objectivity
- Impartiality
- Dedication to public service
- Compassion towards weaker sections.

**They are Foundational because:**

- **Impartiality and non-partisanship:** It decides on merit and is free from any partisan consideration. Further, a non-partisan civil service is also responsible to the Constitution of the land to which they have taken an oath of loyalty.
- **Integrity:** Basically integrity approach empowers an individual to make a value judgment about right or wrong. It is a value-driven instead of rule-driven. One has to learn how to deal with challenges and dilemmas.
- **Impartiality:** Impartiality implies that the behavior and treatment by a bureaucrat to any individual or entity has to be exclusively based on merit. To make fair, just, equitable effective and efficient decisions, there has to be absolute impartiality.
- **Non Partisanship:** Non-partisanship infers that the officer is to do his task without any fear of, or favor to any political party. The values of the administrator will flow from the constitution, not from the philosophy of any political party. Non-partisanship strengthens the democratic procedures and institutions along with maintaining the integrity of the service.
- **Objectivity:** Objectivity is founding advice and decisions on rigorous analysis of the evidence. It entails that truth remains true universally, independently of human thought or approaches. An objective approach is particularly important in decision-making processes.
- **Dedication:** Dedication is the eminence of people to be devoted or loyal to duty or purpose, thought or action. Dedication is a vital personality trait of an individual. This value gives the ability to continue acting when motivation is lacking. Dedication will drive to certain task rapidly.
- **Empathy, Tolerance and Compassion towards the weaker sections:** Public servants are meant to serve and this requires developing a humanistic attitude. These values guarantee that the public servants act sympathetically and interpret the rules to advance the public interest.

**Importance of these Values:**

- These foundational values ensure an effective civil service which functions honestly, impartially and efficiently.
- These values empower the administrator to fill the gaps of trust deficit between the citizens and the Government.
- These foundational values provide lawfulness to the behavior of an administrator and make it more effective.
- Since civil servants have discretionary powers the values are important to give them certain guidance to prevent abuse of power.

**Conclusion:**

The civil servants have to abide by a common set of values which can cater to larger interests of society at large and to achieve social, political and economic justice.

**5. How does empathy and tolerance affect the decision making abilities of a civil servant? Examine.****Introduction:**

Impartiality, fairness, efficiency, and effectiveness in the Public service depend on objectivity in personnel decisions. This means that Public servants must have the ability to understand someone else's experience of humanity and use that understanding to guide their decisions and actions. Among many others, empathy and tolerance are foundational values that affect the decision making to a large extent.

**Body:**

Empathy involves giving due importance and value to understanding of one's thoughts, feelings and concerns for others even when they are not explicitly expressed, and acting on it.

**How it affects the decision making abilities:**

- Empathy enables civil servants to understand other humans' motivation to change and predict how policy will affect people's behaviour. Example: Pati.NO.1 campaign done in Agra to encourage Swachh Bharat Abhiyan, involving both husbands and wives of the district to be a part of the behavioural change after understanding that the inhibitions associated with the use of toilets for women.
- It helps in understanding the lacunas in existing policies and programmes and make appropriate changes. For example: An IAS officer can empathise with persons who lost their land due to developmental project by framing better policy such as better compensation, rehabilitation, education and health facilities etc
- Enable civil servants to work with a dedicated service, involving the community at large. Example: In the remote areas of Manipur, with no road, connectivity to the two villages of Tusem and Tamenglong was a huge problem and the locals had to either walk for hours, or swim across the river. Armstrong Pame, an IAS officer collected Rs 40 lakh through social media for the construction of the road and got a 100 km stretch of road constructed in the state.
- It would lead to reduction in corruption and bring in a lot of credibility. Sacrifice and solidarity for the greater good are easier for people when their leader shows empathy for their struggles.

Tolerance means the willingness to accept or to tolerate, showing respect for the race, gender, opinions, religion and ideologies of other people or groups, and to admire the good qualities and good work of others.

#### **How does it affect the decision making?**

- A tolerant civil servant ensures a harmonious policy implementation and interaction with the people of his district. Incidents like mob lynching, riots, road rage are all can be solved by cultivating tolerance.
- It helps the civil servants to be unbiased execute various social schemes with the coordination of the people and upholding natural rights i.e. Human rights, Democracy, Multiculturalism, Pluralism etc.
- They can create and induce a tolerant and acceptable society by leading as an example. Various civil servants have been appreciated for bringing about a participative and helping community led celebrations of festivals among various religions in their districts.
- They help bring disadvantaged and vulnerable sections into the mainstream. Example: Ira Singhal was the first IAS officer to hire two transgender employees in her department, thus encouraging a tolerant and inclusive behaviour of everyone around her.
- A civil servant posted in a state other than his own if not tolerant may face problem in adapting and dedicating himself to the service of people.

#### **How can these values be inculcated?**

- Formal training can be given to increase cognitive, emotional and behavioural empathy, tolerance and compassion among the civil servants.
- Character assessment needs to be done to ensure they comply with the appropriate standards of foundational values.
- Self-satisfaction should be encouraged.

#### **Conclusion:**

With values like tolerance, compassion, empathy, honesty etc a country as diverse as India (politically, religiously, economically) can function and use each and every difference to make its people thrive rather than suffer. Significance of these values is more so for a civil servant, as they make numerous decisions that impact thousands of lives.