

**1. The supreme quality for leadership is unquestionably integrity. Do you agree? Substantiate your views.**

**Introduction**

The above quote of Dwight Eisenhower hold true as integrity is one of the top attributes of a great leader. It is a concept of consistency of actions, values, methods, measures, principles, expectations and outcomes. It connotes a deep commitment to do the right thing for the right reason, regardless of the circumstances.

**Body**

- Leadership is a key coordination process that enables people to work together as a high-performing team to obtain the intended results. Integrity is a core ingredient of job performance in any area of competence, according to science. Leadership is no exception.
- Choosing the right, regardless of the consequence, is the hallmark of integrity. People who live with integrity are incorruptible and incapable of breaking the trust of those who have confided in them.
- Abraham Lincoln and Mahatma Gandhi were exemplary leaders who were famous for their integrity where both in times of crisis stuck to their values with Lincoln sticking to abolition of slavery and Gandhi towards non-violence.
- A leader who has integrity lives his or her values in relationships with coworkers, followers and stakeholders. Honesty and trust are central to integrity. Acting with honor and truthfulness are also basic tenets of a leader with integrity.
- Satyendra Dubey was an Indian Engineering Service (IES) officer who had to pay with his life for exposing the corruption involved in the Golden Quadrilateral highway construction project. He discovered blatant inconsistencies in the building of National Highway. This integrity towards the cause of corruption free administration by a civil servant immortalised his memory.
- Leaders who demonstrate integrity draw others to them because they are trustworthy and dependable. They are principled and you can count on them to behave in honorable ways even when no one is watching.
- Lal Bahadur Shastri is the best evidence of integrity being supreme quality of leadership. As railway minister, he took responsibility for a railway accident and resigned from his position as minister in Jawaharlal Nehru government.
- Integrity in day to day life by leaders helps in streamlining the work life and making it ethical and transparent.
  - For example, if the CEO of a company keeps employees up-to-date on the struggles the business was experiencing with clear and frequent communication at team meetings then the employees also start feeling confident in the turnaround plan they are following as they helped develop it and they trusted their CEO.
- Leaders need to highlight integrity and emphasize it at every turn. Leaders need to model and then actively, visibly, reinforce integrity for everyone in

the organization – and this is true for top level leaders and leaders at every level of the organization.

- Leaders can develop and display integrity by being honest and treating people well. Also not exaggerating successes, and being quick to praise others' contributions helps further in making ethical environment.

### Conclusion

Leadership starts it all because it is the leader who sets the tone of building integrity into the culture. Nothing creates cynicism among people faster than a leader who either violates or allows others to violate that trust. When integrity is lacking in leadership, organizations become political and slow-moving. With integrity as the cornerstone, a leader can achieve unimaginable victories thus cementing the supreme importance of Integrity.

### 2. Why is impartiality an essential attribute for a public servant? Discuss with the help of suitable examples.

#### Introduction

“Impartiality is the life of justice, as justice is the life of all good governments”

Impartiality refers to equal interest and equal lack of interest without hatred or passion. For a public servant, it means that decisions should be based on objective criteria, rather than on the basis of bias, prejudice or personal interest.

#### Body

##### Impartiality can be seen in 2 contexts:

- Public Impartiality: A public servant as an instrument of government serving the public without discriminating on the basis of caste, religion and gender.
- Political Impartiality: Principle of working without reservation and with devotion to the success of every government and its policies. It basically means you are not partial to any particular party or government.

##### Importance of Impartiality as an attribute for a civil servant:

- Upholding constitutional values: impartiality helps a civil servant to uphold constitutionalism and prevent authoritarian government. It helps in upholding rule of law and makes the civil servant accountable to law and law alone. Also, it is in accordance with the constitutional provisions including Article 14, 15 and so on. E.g. Any political pressure to favor a group would be handled only if the civil servant is impartial all along.
- Fulfilling all interests equally: As it is observed “Impartiality doesn't mean neutrality. It also means partiality towards the poor”. Impartiality brings in

objectivity and often when funds are to be allocated, an impartial civil servant would not favor his/her own village or city but allocate funds based on the needs.

- Work culture:
  - It keeps up the morale of the civil servant and with the sense of righteousness, the works get done efficiently. A positive environment is created in the office and a conducive work culture is created.
  - Similarly, a civil servant cannot be partial towards one set of employees. Whether in performance assessment or granting leaves, the criteria should be objective without partiality.
- In accordance with professional ethics: Impartiality being one of the foundational values of civil service, a civil servant is expected to be fair and non-partisan. It is also one of the basic values as per the Nolan committee recommendations.
- Majoritarianism prevention: especially in a diverse country like India, minority voices can be suppressed if the civil servant becomes partial towards majority for vested interests. E.g. Though in a state majority spoken language is promoted, civil servants have to make provisions for linguistic minorities to safeguard their language.
- Handling emergency situations: like communal riots, ethnic conflicts etc., an impartial civil servant would have a better credibility and persuasive capability in negotiations. E.g. N Ravi, an interlocutor is effective in north east insurgency negotiations because of his impeccable record of impartiality.
- Controlling corruption: It will keep oneself free from nepotism, political-corporate nexus and corruption. The examples are is Sagayam IAS of Tamilnadu cadre or Ashok Khemka of Haryana etc.,

### Conclusion

Present-day civil servants need to perform multiple functions of giving suggestions to political representatives, addressing public grievances, institutionalization of the socio-economic changes, delivering goods and services. Hence a value committed and impartial bureaucracy is need of the hour.

**NOTE: prepare a list of quotes (in a separate ethics booklet) according to syllabus (2-3 per topic) which would come in handy for writing introduction and conclusion (and of course in essays).**

**3. We live in a world of stereotypes and prejudices. Each individual is driven by perceptions and has a point of view with respect to people, places and ideas. In fact, even the civil servant are no exception. In such a situation, how does the quality of non-partisanship help a civil servant to discharge his/ her duties effectively.**

### Introduction

Non-partisanship in Civil Service means non-disposition of civil servants towards any political party/entity i.e. to exhibit political neutrality regardless of his/her own political thought. The values of the administrator should flow from the constitution but not from the philosophy of any political party.

### Body

Non-partisanship ensures a neutral approach in politics and a solid commitment to the government. Non-partisanship – A civil servant should be apolitical as it's the bureaucracy which is the permanent executive. The government in power, irrespective of political party, must be provided the bureaucratic services in same spirit without any biasness and functioning of government stays effective.

These values become more so important where laws or guidelines are absent or not defined clearly.

### Importance of Non-partisanship Partisanship in Civil Service:

- In democracy, an efficient civil service must have set of values that distinguishes it from other professions. Integrity, dedication to public service, impartiality, political neutrality, anonymity, and non- partisanship are said to be hallmark of an effective civil services. The community has a right to expect the civil service functions fairly, impartially and efficiently.
- Non-partisanship strengthens the democratic procedures and institutions along with maintaining the integrity of the service. The administrators are always at a constant interfere with the politicians, hence it is necessary to aloof themselves from any political ideology and do his duty no matter the party in power.
- It takes decision 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.
- Significance of non-partisanship can be appreciated by considering a situation in which this virtue is absent. If the administrator is inclined to any political party, there would always be a group that would remain alienated from the government services as they would have voted for loosing party.
- It strongly attracts other pre requisites of nobel administration like transparency and honesty.
- Non-partitionship helps to maintain trust of people in Administration.
- It helps to maintain healthy relationship between political executives and civil servants.
- It motivates civil servant to provide recommendations/suggestions to policy makers without ill-will or favour.
- 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.

## Conclusion

To maintain compatibility and avoid conflicts between the bureaucracy and political leadership, non-partisanship is indispensable.

## 4. Does objectivity always lead to ethical outcomes? Critically examine.

### Introduction

Objectivity means taking decisions based upon established facts and figures rather than personal opinion or bias. In administration it generally implies working as rules and regulations. It creates scientific and rational thinking. It is one of the foundational values of civil services. An outcome can be judged as ethical or unethical based on ethical analysis as per some ethical standards.

### Body

#### Objectivity always leads to ethical outcomes

- Objective Ethics refers to a view that a person's action can always be seen as right or wrong, regardless of the situation or the consequences. It focuses on rules for governing what is considered to be morally right, wrong, or obligatory.
- If rules are made aligned with constitutional values, then objective decision will always be ethical.
- Suppose traffic rules are framed for the safety and wellbeing of all, then following traffic rules will always be ethical.

#### Objectivity can lead to ethical outcomes

- Gandhiji's principle of means over end is supported by objectivity, which focuses on rules and hence means.
- Deontological ethics or duty based ethics will be fulfilled if one follows the rule and be duty bound.
- '*Nishkama Karma*' – philosophy given in Bhagwat Gita – can be achieved by being objective and following one's *dharma* or rules governing one's behaviour.
- A police officer entrusted with mob management, may have to use force hurting certain individuals. Based on virtue ethics it may be perceived wrong. However his actions are in larger interest of peace and order in society. Hence just objectively focusing on one's duty, ethical outcome can be achieved.

#### Objectivity does not lead to ethical outcomes

- Consequentialism philosophy takes into account not only rules and regulation to complete an action but also the consequences of the actions.
- Teleological or end based ethics also not only considers rules and regulations but also end of an action.
- Justice approach in ethical analysis calls for differential treatment of people in different situations. Farmer's loan waivers are against set norms. However waiving them off brings temporary respite to farmers, as per P. Sainath.

### Conclusion

Ethical outcome depends on lots of parameters and situation. No one value can decide ethical outcome. Objectivity has to be subjected to ground reality and prevailing circumstance. These days blindly following objectivity is considered clerical expectation. What we must strive for is 'enlightened objectivity' where rules and laws have to be seen in context and then objectively follow them.

**5. What do you understand by the concept of 'dedication to public service'? Shouldn't the civil services be considered just like any other job? Critically comment.**

### Introduction

Dedication is the quality of being dedicated or committed to a task or purpose, thought or action. Dedication can also be said to be commitment with passion. It has emotion attached with it.

Dedication is an important personality characteristic of an individual. In organizational context, dedicated employees work towards achieving the organizational goals.

'Dedication to public service' refers to keeping public good above all and working for it even in adverse condition.

### Some examples of 'dedication to public service'

- *MG Rajamanikyam* carried rice sacks on his shoulder without hesitation during kerala flood.
- Ashok Khemka – 45 transfers in 23 years.
- *Smita Sabharwal* – "fund your city" project for infrastructure development.
- *Sonam Wangchuk* started operation *New Hope* – revolutionizing education in Ladakh.
- Compassionate Kozhikode – Prashant Nair
- Kannan Gopinathan – extraordinary work during kerala flood.

- Armstrong Pame – People’s road
- *Aruna Sundara Rajan* – Headed Kudumbashree project
- *OP Chaudhary* was posted at the Maoist hotbed, Dantewada,

### Body

In India, civil servants perform the regular administration and also play an important role in socio-economic development of the nation as a whole. The real spirit of the work of a civil servant is dependent on a moral base of benevolence to all citizens. Thus, public service is a concept that has ‘dedicated service’ inherent to it.

#### **The civil services should not be considered just like any other job**

- A civil servant may encounter several obstructions like social opposition against any programme, lack of support from political executive and complex situations that need utmost care and precautions. Without dedication to help, he/she may never be able to arrive at the best solution. For example: Schemes for promoting family planning are generally opposed in rural areas as they consider contraceptives as taboos. Without personal assurance and dedicated outreach, implementation of the scheme may never be realised.
- Public service often entails unforeseen or sudden situations that require one to be ready and provide quick assessment. A dedicated civil servant is aware of this and always devoted to give his best efforts in such situations.
- A true civil servant ensures that no policy or action is taken at the cost of the welfare of public at large. Devoted to public service is what ensures an officer to oversee a credible and efficient policy formulation and implementation. For ex: One’s colleagues may be involved in corruption, at the cost of a larger destruction to social welfare. Commitment to foundational values and concern for public will prevent this.
- New innovative ideas and solutions to problems are required. For example: In the remote areas of Manipur, the two villages of Tusem and Tamenglong were inaccessible with no road, connectivity and the locals had to either walk for hours, or swim across the river. IAS officer Armstrong Pame decided to get the road built, he wrote to the government of Manipur, but was refused funds. This, however, did not deter his plan and Armstrong began gathering support through social media. He collected Rs 40 lakh for the construction of the 100km road.
- In India, where a large population is poverty-ridden, many are victims of social disadvantage and vulnerability, treating civil services as just another job may not give the civil servant the required encouragement and urge to eliminate this from the society. Only when the perseverance and dedication to service is inherent, can one effectively contribute.

**The civil services should be considered just like any other job**

- This will encourage lateral entry and performance based evaluation in civil service.
- Bureaucratic attitude can be replaced with democratic attitude and citizen centric governance
- HR- system can be instituted in civil service as suggested by Niti Aayog better management of human resource and efficiency.

**Conclusion**

Once Dr. Sam Pitroda, said that “Biggest tragedy of our nation is that the best minds of this country are busy solving problems of the rich who in reality don’t have any problem, while the poor, vulnerable and needy are left uncared for!”.

“Public service must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation”. Margaret Chase Smith

Hence it can be said that ‘dedication to public service’ is necessary for civil service.

