

## 1. What are the core foundational values that underpin the Civil Service, and how do they contribute to its effectiveness and efficiency? Examine.

### Approach

Candidates can start the answer by giving idea of foundational values taking reference of Nolan committee or ARC and then examine how it helps in effectiveness and efficiency.

### Introduction

Adherence to foundational values such as integrity, objectivity, non-partisanship, tolerance, compassion, dedication to public service, etc., serve as guiding principles for civil servants in the discharge of public service duties.

### Body



Foundational values underpin the civil service:

- 10th Report of 2<sup>nd</sup> ARC recommended that upholding the constitutional spirit, adherence to the highest standards of integrity and conduct; impartiality and nonpartisanship; objectivity; dedication to public service; and empathy and compassion towards the weaker sections are core values of civil services.
- 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.

Effectiveness and efficiency by following core foundational values:

- Integrity: It is a quality of eliminating the gap between 'what we think, what we say, and what we do' this facilitates quick effective decisions.
- Impartiality: It rejects granting an undue advantage to any individual, societal group, or organization. Being impartial means that all choices should only be based on merit contributing efficiency.
- Objectivity: It requires institutions to adhere to logic, law, and established standards, practices, and norms. Objectivity means being true in spite of one's feelings, ideas, and beliefs useful in delivering the service in fast pace.

- **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.
- **Non-Partisanship:** Non-partisanship infers that the officer is to do his task without any fear of, or favor to any political party. It provides rules driven effective decisions.

### **Conclusion-**

Civil services are an integral part of Indian democracy and considered as “Steel Frame” of governance. 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.

**Q-2-How do foundational values compare and contrast with other values that may be relevant to the civil service, such as accountability transparency and public service Explain.?**

### **Approach -**

In this question candidates need to write about what are foundational values in second part compare and contrast with other values such as accountability and public service which are relevant for civil services .

### **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.

Comparison and contrast between foundational values and other public service values

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Foundational values -

- These are end-oriented values concerned with the goals which civil servants should aim to achieve while performing their duties. They relate to the end product, and may best be visualized as those covered by Directive Principles of State Policy, Fundamental Rights etc.
- These values are intrinsic values and they come from within .
- 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 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.

Civil service values -

- These are means-oriented values concerned with the ways in which civil servants behave or act while performing their duty. They relate to the means and include such values as transparency, responsiveness, efficiency etc.
- These values are enforced by legal and institutional measures .
- Allegiance to the various ideals enshrined in the Preamble of the Constitution.
- Apolitical functioning, duty to act objectively and impartially.
- Good governance for betterment of the people to be the primary goal of civil service.

- Accountability and transparency in decision-making.
- Maintenance of highest ethical standards.
- Merit to be the criteria in selection of civil servants consistent, however, with the cultural, ethnic and other diversities of the nation.
- Ensuring economy and avoidance of wastage in expenditure.
- Provision of healthy and congenial work environment.

### 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 and contribute towards good governance, rule of law and improving the citizen's trust in the government.

### Q-3-In what ways does aptitude impact the performance and potential for growth and development of civil service professionals? Discuss .

#### Approach -

In this question candidates first need to explain what aptitude is and how it impacts performance and potential for growth and development of civil service professionals .

#### Introduction-

Aptitude is a natural ability or innate potential to learn or acquire a skill. It is a natural tendency for successful learning of some specific set of skills, which can be further enhanced with adequate knowledge and training.

#### Body-

Aptitude is a natural talent or inborn ability that makes it easier for us to learn or do certain things/tasks

What are Aptitude for a Civil Servant?

- With the advent of the new public administration and increasing diversity in the administrative field, an administrator needs to adorn both physical and mental aptitude.
- He/She should have both General Mental Ability (basic thinking capacity and learning ability to perform any intellectual task) as well as the desired value system of public administration to perform his duty, not only efficiently, but also effectively. Roughly the kinds of aptitude desired in a civil servant include:
- Good communication/interpersonal skills
- Leadership, management and organizational skills
- Critical thinking and listening ability
- Skill to effectively manage and raise resources
- Ability to establish collaborative networks and successful teamwork

- High level of professionalism
- Ability to think on their feet and develop innovative solutions
- Skill of persuasion and ability to negotiate with difficult people

Importance of Aptitude for potential growth in Civil Services -

- The civil services form the permanent structure and backbone of the administration. A qualitative, professional, skilled and committed workforce is, hence, imperative to maintain the high standards of public administration.
- In Indian public administration, the civil servants are entrusted with a diverse set of responsibilities such as from simple administrative and clerical tasks to complex decision making, policy implementation and serving as a link between government and citizens.
- Hence, it is vital for civil servants to possess diverse skills such as grasping capabilities, good analytical skills, and the ability to establish collaborative networks and successful teamwork.
- In public administration, leaders face different kinds of problems and challenges every day such as high unemployment, insufficient government spending, fast changing socio-economic scenarios, etc.
- Laws and administrative rules cannot explain everything, and leaders cannot always mimic previous successes because the elements affecting each challenge change day to day. In such cases a civil servant needs an abundance of impromptu decision-making skills and critical thinking ability to exercise discretion with conviction.
- The emerging concept of e-governance and motto of 'Less Government More Governance', demand transformational changes in the machinery of government as well as in the work style and orientation of government officials.
- With the role and functions of administrators having become swiftly changing and increasingly challenging, civil servants must be equipped with the necessary skills and capabilities to meet these new challenges.
- They must have the aptitude to master new technologies and new styles of functioning. They should serve as the 'Agents of Change' to catalyze reform initiatives.
- In a diverse country like India, the civil servants often face complex and often contrasting socioeconomic objectives and challenges often creating a deep sense of moral/ethical dilemma in them about their own duties and functions. This demands an inherent aptitude to prevail over contradictions, solve dilemmas and keep up the spirit to perform in spite of adverse circumstances.
- Under the framework of 'inclusive governance' administrators need to build teams across diverse stakeholders.
- For example, to create a favorable business climate in a city, an economic development director needs to bring together local business leaders, the Chamber of Commerce and also environmental advocates.
- This demands a civil servant to possess an ability to receive and act upon feedback as well as effective interpersonal skills to bridge the gaps and encourage collaboration for a common objective.
- Aptitude also looks at the future potential in coordination with present pattern of aptitude and potentialities.

- Aptitude for civil servants not only based on just knowledge and skills but also it based on values and ethics. They require a Holistic Competence, should be seen in integrated manner.
- A certain aptitude for public service is inherent in the decision to join the civil services.
- To become sport person, one requires psycho motor coordination.
- Defence services or police services requires mental as well as physical aptitude.

### **Conclusion -**

A person having a better aptitude it means he/she has the innate potential to do something. A civil servant requires such aptitude to do something to the society in his public service and ability to adopt new skills as per changing times. Having potential is pre condition to achieve anything.