

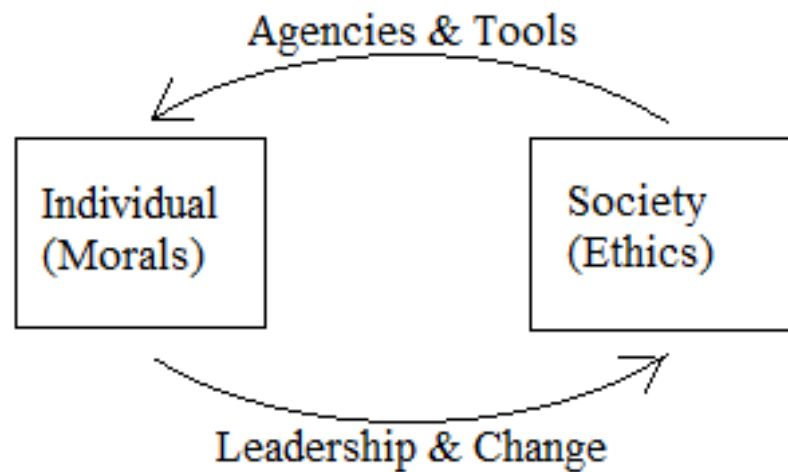
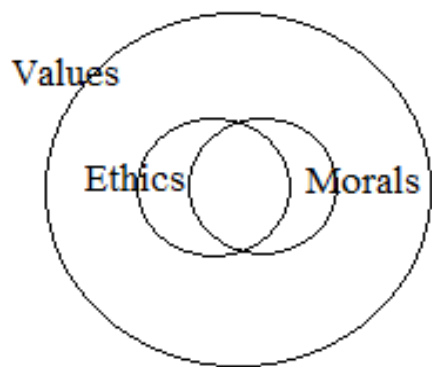
# Ethics in Administration

Counsellor Group 10



# What is Ethics?

- “the principles and standards of right conduct for public servants” (Kenneth Kernaghan and David Siegel from Brock University, Canada)
- Yardsticks of appropriate behavior
- Standards of right or wrong which are defined by the society or an organization



# Determinants/Factors of Ethics

- Person
  - Gender: drinking alcohol or smoking
  - Role: ex. Parent vs. Stranger touching
- Place
  - Abortion: West vs. Middle-East
  - Same-Sex Marriage: India vs. West
  - Littering, Spitting
- Time
  - Sati
  - Slavery
  - Untouchability
  - Racism

# Importance of ethics

- At individual level
  - self-esteem and self actualisation
- At organizational level
  - credibility & trust – zero corruption
  - work culture
- At social level
  - Safeguarding the society
  - harmony & stability
  - social capital, integration

# Values required for ethical administration

- Integrity
- Honesty
- Accountability
- Compassion
- Transparency
- Courage
- Justice

# Existing framework to ensure Ethics

- Legislations: PCA
- Rules: AIS/CCS Conduct Rules
- Institutions: CVC, CAG, CBI, etc
- Procedures: Vigilance Guidelines, GFR, etc

# Case study:

- Departmental Standing Committee
- Conflict of interest
- Violation of principles of natural justice:  
being a judge in one's own case
- Remedies available?





# Case Study 2

## Ethical Analysis

Practicalities & Limits of Integrity, on the Field



# Context

- A candidate, who often writes “Zero Tolerance towards Corruption” enters into a service.
- Rendezvous with the ground-**reality**
  - Demand – Supply
- What should be his/her strategy in Service?



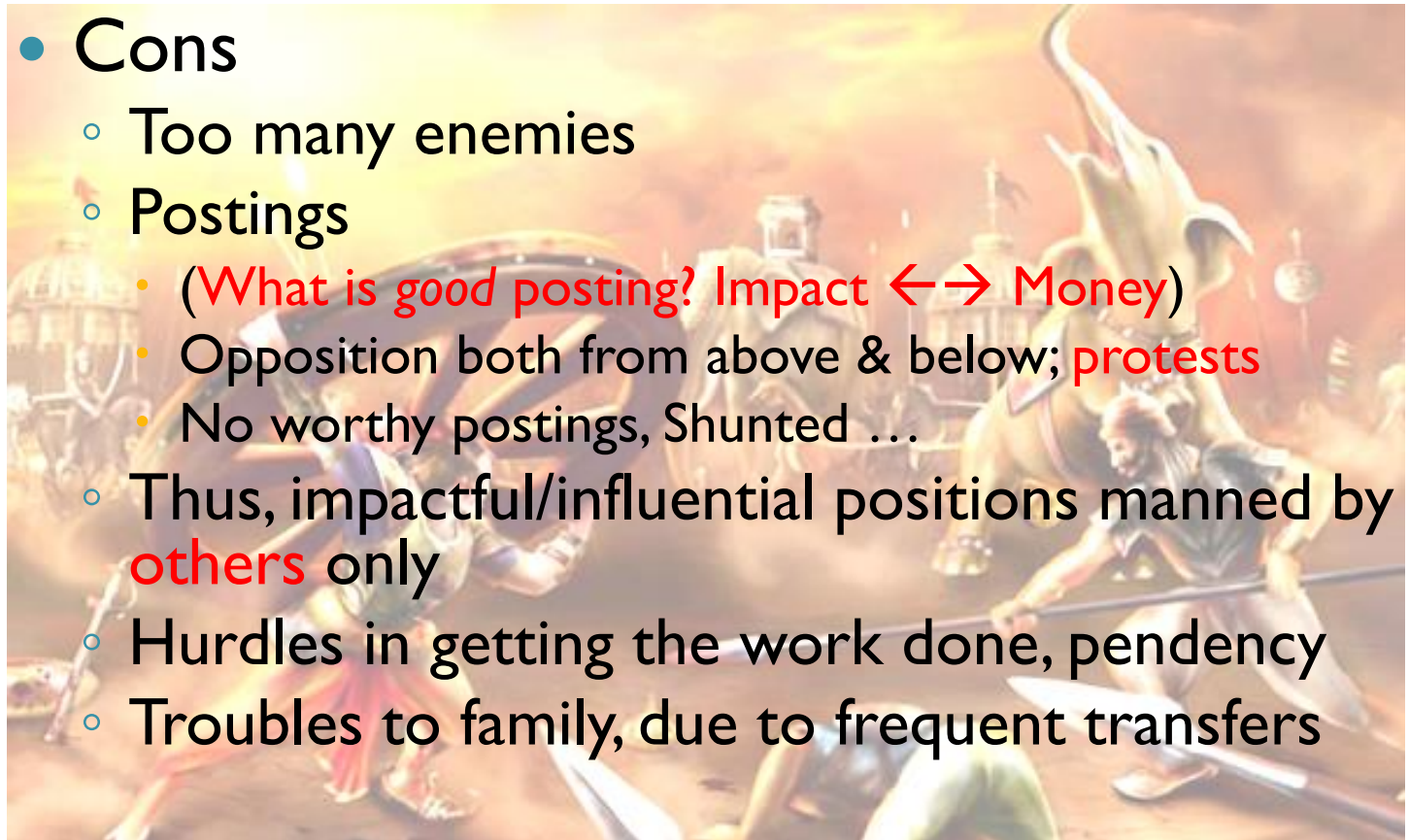
# Strategy I: ना खाऊंगा , ना खाने दूंगा

- Pros

- Setting an Example
- Fearlessness, Moral Courage

- Cons

- Too many enemies
- Postings
  - (What is good posting? Impact  $\leftrightarrow$  Money)
  - Opposition both from above & below; protests
  - No worthy postings, Shunted ...
- Thus, impactful/influential positions manned by others only
- Hurdles in getting the work done, pendency
- Troubles to family, due to frequent transfers





# Strategy 2: दबा के खाऊंगा और खाने दूंगा / खिलाऊंगा

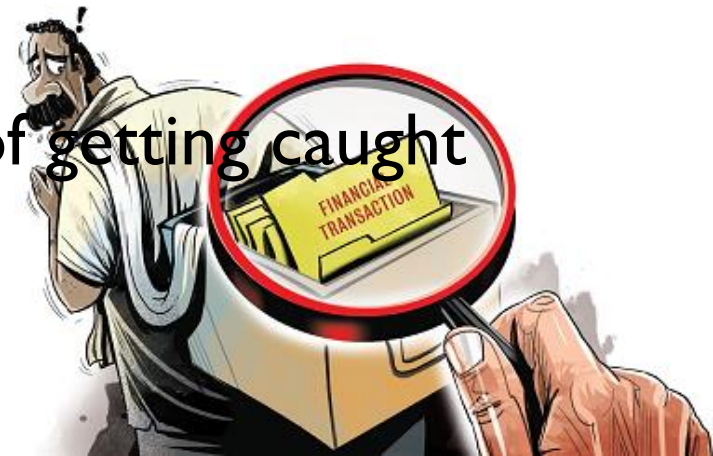


- Pros

- Good postings
- Resources available for other exigencies

- Cons

- May develop insatiable hunger (नोंच के खाना)
  - Often, exploitation of the weak
  - Poor quality work
- Lack of moral courage
- Constant fear (may be) of getting caught
  - Loss of reputation



## Strategy 3: Practical Honesty / Necessary Evil

- Lets other have what they want
- Don't be one among them
- Put the remaining money into improving the quality of work only



- **Pros**

- Major stakeholders are satisfied
- Respect from the subordinate staff, + Fear
- Your order/directions would have a greater force
- Better work
- Easy to Switch to Strategy-I, when conditions become favourable
- Can inspire & facilitate the subordinates to be honest





# Case Study 3: Experience Sharing

Rape and Murder of Girl Child



# Issues Faced

- Safety and security of children and women
- Law and order
- Political interference
- Other instigating factors
  - candle marches
  - youth participation



# Ethical Dilemmas

- Pressure from people to arrest family members of the accused
- Question on the integrity of the teams involved in the operation
- Political pressure due to session of the Vidhan Sabha
- Trust deficit by victims family members and people
- Doubts about the working of the police
- Lack of support from people

# Positives

- Moral support and timely advice from seniors
- Sensible monitoring from state governments platform

# Outcome

- Timely arresting of accused
- Moral boosting of force due to constant motivation from SSP
- Coordination with various stakeholders like: People, Doctors, FSL, Lawyers
- Filing of charge-sheet within time

# Recommendations

- Speedy prosecution under PoCA
- Technology
- Simplification of procedures
- Social audits
- Citizens charters'
- Right to public service legislations
- Civil services values such as Nolan Committee values in the UK

# Recommendations

- Promoting competition
- Integrity pacts
- Risk profiling of jobs and all officials
- Strengthening intelligence gathering mechanisms
- Strengthening vigilance framework and procedures



**THANK YOU**