

Ethics_JG Class 07

9th July, 2024 at 1:00 PM

TYPES OF CONFLICT OF INTEREST: (COI): (1:08 PM):

- **Real Conflict of Interest:**
- It occurs when a civil servant's personal interest interferes.
- Ex- Govt official who owns shares in a company bidding for a govt contract they are overseeing.
- **Apparent COI:**
- It occurs when a situation can be perceived by an outsider as a conflict of interest even if no conflict exists in real.
- If a civil servant's relative owns a business, that is bidding for a govt contract that the civil servant is overseeing, it may be perceived as a conflict even if the civil servant has no personal interest.
- Assume a scenario where you are a civil servant and a part of a committee that is supposed to award a govt contract.
- Your sibling owns a company that is bidding for a contract.
- **Resolving the COI:**
- Recognizing and understanding the nature of the conflict.
- Involves being aware of any personal, financial, or family interests that might conflict with professional duties.
- **Disclosure:**
- Disclosing the conflict to an appropriate authority or supervisor in writing with details of the conflict.
- **Assessment or Evaluation of Disclosure.**
- The concerned authority or supervisor will evaluate the disclosed conflict to determine the potential impact on professional duties.
- If the assessment rates the conflict to be significant, the civil servant should be disqualified from participating in the decision-making process or should recuse themselves from the process and some other official without COI should take over.
- **Monitoring of Disqualification or Recusal:**
- The disqualification or recusal should be documented or monitored to ensure that the civil servant does not influence the decision indirectly.
- **Alternative Solution:**
- If the COI is grave and the possibility of influencing the decision continues to exist, the civil servant should be assigned to a different project or the sibling should be asked to withdraw the bid.
- You avoid such conflict through education, training programs, and awareness among civil servants.
- **Managing COI: (1:42 PM):**
- Developing a comprehensive law to define and address COI, detailing specific guidelines and penalties for noncompliance.
- Setting up independent oversight mechanisms to monitor, evaluate, and enforce the policies related to COI.
- Training and Awareness:
- Conduct regular training and awareness programs to educate civil servants on the significance of managing COI and the method to do so.
- Cultural Change:
- Overhauling the culture within public institutions through setting examples via leadership on adhering to the highest ethical standards.

WORK CULTURE: (WC): (2:00 PM):

- Refers to the collective set of values, beliefs, attitudes, and behavior that determines which the employees of an organization will interact as well as their attitude toward their clients and other partner agencies.
- WC in civil services is crucial for the effective functioning of Public Administration.
- The work culture of an organization reflects the philosophy and character of the organization is usually formed over a long period of time and is deeply influenced by the founders of the organization.
- Eg.>> Google emphasizes the work culture of innovation and creativity within an organization where the employees are encouraged to think out of the box and take up risks despite failures.
- Participative management and a sense of community are other characteristics of its work culture.
- Intel focuses on employee development and capacity building through various training programs.
- Amazon is known for setting stiff targets for its employees.
- It has been often criticized for not paying attention to the work-life balance of its employees.
- TATA- Employee friendly policy.
- **Traits of healthy work culture:**
- Work-life balance instead of hustle work culture.
- Healthy competition among peers.
- Culture of inclusivity.
- Democratic decision-making.
- Flat organization.
- **Characteristics of a toxic WC:**
- Lack of clarity about roles.
- Culture of Negativity.
- Office politics.
- Fear of failure.
- Low motivation, high Attrition rate.

- **Work culture characteristics in Civil services: (2:54 PM):**
- Integrity, avoiding COI, maintaining transparency, acting in the public interest, etc.
- It would promote responsiveness and compassion, especially towards weaker sections of society.
- Transparency should be promoted in government operations and should be open to public scrutiny.
- Ex- Right to Services Act, RTI, Use of IT in displaying information.
- Accountability- CS should be accountable for their actions and take responsibility for their outcomes.
- Performance management systems.
- Professionalism and competence- Focus on continuous professional development through training programs.
- Inclusiveness- Promoting an inclusive work environment where diversity is respected and valued.
- Teamwork and collaboration- Interdepartmental coordination to work on complicated projects.
- **Challenges:**
- Undue emphasis on rules and regulations- Stifle innovation, new ideas will be pushed aside, cost overruns, time overruns, etc
- Resistance to Change.
- Institutional Resistance to any reforms or changes- Status quo.
- Adoption of new technology suffers.
- Attitude of complacency.
- Time-bound promotions and career civil services have made the civil services reactive in nature and the policies are myopic in nature.
- Corruption and unethical practices.
- The problem of bribery and favouritism leads to inefficiency and loss of public resources.
- Secrecy of the civil services.
- Second ARC mentions secrecy within civil services as a big problem.
- They try to hide the reasoning behind the policy decisions.
- Insensitivity- Civil services are hierarchical in nature and insulated from realities from the ground.
- **Q)- Is work culture determined by the ethos and attitude of the society? Justify with examples.**

- **Work culture in different countries: (3:29 PM):**
- **US WC:**
 - High priority on results and achievements.
 - Highly individualistic and competitive.
 - Employees are expected to work beyond office hours.
 - Employees do not enjoy a lot of protection resulting in uncertainty and insecurity.
- **German WC:**
 - Punctuality.
 - No expectation of working overtime.
 - Socializing and gossiping are not encouraged in the workplace.
 - Work-Life balance.
- **Japanese WC:**
 - Focus on cooperation and mutual respect.
 - Process-oriented instead of result-oriented.
 - Contrary to German WC, employees are expected to socialize outside work.
- **Scandinavian WC:**
 - Short work weeks- 30-36 hours per week.
 - Mental well-being.
 - 5 weeks of paid vacation.
 - Organizations focus on a flat hierarchy and encourage autonomy and independent decision-making.
- Q) It is often said that the private sector can teach a lot to the govt organizations about work Culture. Do you agree with this statement? Analyse.

The topic for the next class is Utilization of Public funds, Probity in Governance.