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Q1

(a) Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix. (b) Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent non-ethical behaviour in public servants.

UPSC Civil Services Mains 2021 · GS IV · 10 marks · Ethics and Human Interface

Ethics and Human Interface: Essence, determinants and consequences of Ethics in-human actions; dimensions of ethics; ethics - in private and public relationships. Human Values - lessons from the lives and teachings of great leaders, reformers and administrators; role of family, society and educational institutions in inculcating values.

Core demand of the question

- (a) Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix
- (b) Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent non-ethical behaviour in the public servants

Revision summary

Five plottable traits are integrity, impartiality, empathy, moral courage and accountability.

They belong on the matrix because delivery without them is theatre or bias.

Ten essential values include honesty, objectivity, compassion, non-partisanship, dedication and humility before facts.

Prevention needs conduct rules, the **Prevention of Corruption Act, 1988**, RTI, Lokpal, CVC, social audit and whistle-blower protection.

Culture and rotation matter as much as a poster of values.

Introduction

A civil servant is judged by more than files closed. Part (a) asks for five ethical traits that can sit on a performance matrix. Part (b) asks for ten working values and for systems that stop unethical conduct before it becomes a habit.

Body**(a) Five ethical traits for a performance matrix**

- **Integrity:** the officer's public file and private ledger match. Plot it because a brilliant liar still wrecks trust; the **Second Administrative Reforms Commission** treated integrity as the floor of ethics in governance.
- **Impartiality:** the same rule for kin, party worker and stranger. Plot it because **Article 14** fails at the counter if the matrix only counts speed and revenue.

- **Empathy:** accurate seeing of the person who cannot fill the form. Plot it because intellect without empathy designs a scheme the poorest cannot enter, as many digital-only COVID passes showed.
- **Moral courage:** written refusal of an illegal oral order. Plot it because a timid ACR-safe officer produces a quiet district and a loud injustice.
- **Accountability:** a speaking order, a name on a delay, and acceptance of audit. Plot it because opacity is how a nexus hides; the Right to Information Act, 2005 is useless if the officer is never scored for candour.
- **Justification of the set:** these five are observable in files, field visits and grievance outcomes, not only in a training-week pledge.
- A matrix that scores only expenditure and VIP visits will reward the periphery and punish the honest no.
- **How to plot:** 360-degree feedback, random file audit, citizen-satisfaction samples weighted toward the weakest ward, and a recorded dissent count that is not treated as indiscipline.
- **Limit:** a matrix must not become a witch-hunt of dissenters or a tick-box of integrity workshops. Evidence of conduct, not slogans, should move the needle.

(b) Ten essential values and means against non-ethical behaviour

- Integrity, impartiality, objectivity, empathy, compassion, dedication to public service, non-partisanship, honesty in money and speech, courage, and humility before facts.
- These ten make an effective public servant because they convert statute into delivery without a private toll and without a party flag on the file.
- **Nolan-type principles of public life name several of the same duties:** selflessness, accountability, openness and leadership by example.
- Prevention is not a poster. It is design that makes the unethical path costly and the ethical path possible.
- **Law:** the Central Civil Services (Conduct) Rules, 1964; the All India Services (Conduct) Rules, 1968; the Prevention of Corruption Act, 1988 after the 2018 amendments; and asset-declaration regimes that are actually read.
- **Transparency:** suo motu disclosure under Section 4 of the Right to Information Act, 2005, e-procurement, and public dashboards that a tout cannot rewrite.
- **Oversight:** Lokpal and Lokayuktas Act, 2013; Central Vigilance Commission; Comptroller and Auditor General; social audit as in MGNREGA; and a usable Whistle Blowers Protection Act, 2014.
- **Personnel:** rotation in sensitive posts, cooling-off, punishment that is real and not a paid holiday transfer, and rewards for a lawful yes rather than for the number of objections.
- **Culture:** the head of office who refuses a gift, protects a subordinate who recorded dissent, and does not humiliate the messenger.
- **Training:** case discussion of illegal oral orders, not only marks; counselling and a grievance door so that fear does not become a bribe.
- Technology helps when it removes a discretionary no; it fails when a portal is captured by a Common Service Centre tout.
- Non-ethical behaviour is prevented when the officer expects to be caught, expects to be backed for honesty, and does not need a second income to live.

Flow diagram

Performance matrix -> Integrity
Performance matrix -> Impartiality
Performance matrix -> Empathy
Performance matrix -> Moral courage
Performance matrix -> Accountability
Ten public values -> Rules RTI vigilance audit
Rules RTI vigilance audit -> Less non-ethical conduct

Conclusion

Plot integrity, impartiality, empathy, courage and accountability on the civil servant's scorecard, or the matrix will worship speed and silence. Ten public-service values work only when conduct rules, RTI, vigilance, social audit and example from the top make unethical behaviour the expensive choice.

Facts & figures

Second Administrative Reforms Commission

Its Ethics in Governance report treated integrity, codes and example as systems, not as optional virtue training.

Central Civil Services (Conduct) Rules, 1964

Require integrity, devotion to duty and political neutrality of Union civil servants; a living floor for the matrix.

Prevention of Corruption Act, 1988

The principal criminal statute on bribery by public servants, strengthened in 2018 on commercial organisations.

Right to Information Act, 2005, Section 4

Suo motu disclosure reduces the room for a private bargain over a file the public already owns.

Nolan principles of public life

Selflessness, integrity, objectivity, accountability, openness, honesty and leadership; a compact list that overlaps the ten values.

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