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Q12

Case study. Pawan is working as an officer in the State Government for the last ten years. As a part of the routine transfer, he was posted to another department. He joined in a new office along with five other colleagues. The head of the office was a senior officer conversant with the functioning of the office. As a part of general inquiry, Pawan gathered that his senior officer carries the reputation of being a difficult and insensitive person having his own disturbed family life. Initially, all seem to go well. However, after some time Pawan felt that the senior officer was belittling him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of the boss's style of functioning to show him in bad light highlighting his shortcomings and humiliating him publically. It became apparent that though there are no serious work-related problems/shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in loss of confidence, self-esteem, and equanimity. Pawan realized that his relations with his senior officer are becoming more toxic and due to this, he felt perpetually tensed, anxious and stressed. His mind was occupied with negativity and caused him mental torture, anguish and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy and contented even t home. Rather without any reason he would loose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive to him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffered by him in the office, comfort and happiness virtually vanished from his life. Thus it damaged his physical and mental health. - What are the options available with Pawan to cope with the situation? - What approach Pawan should adopt for

bringing peace, tranquillity and congenial environment in the office and home? - As an outsider, what are your Suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene? - In the above scenario, what type of training would you suggest for at various levels in the government offices?

UPSC Civil Services Mains 2021 · GS IV · 20 marks · Ethics Case Studies

Case Studies on above issues.

Facts & figures for this PYQ only.

Numbers move. Confirm the latest Budget, Economic Survey or census round. This sheet is for revision, not a substitute for the model answer.

<https://wrapexams.com/upsc/mains-answers/gs-4/2021/case-study-pawan-is-working-as-an-officer-in-the-state-government-for-the-last-ten-years-as-a-part-of-the-routine-transfer-he-was-posted-to-another-department-he-joined-in-a-new-office-along-with-five-other-colleagues/>

Central and State conduct rules

Require courtesy and prohibit behaviour unbecoming of a public servant; chronic public humiliation is a conduct issue, not a management style.

Emotional intelligence

Self-regulation and empathy are how Pawan keeps the injury from becoming domestic abuse, and how a boss should have led.

Sexual Harassment of Women at Workplace Act, 2013

The POSH statute for sexual harassment; adjacent dignity training is still needed for non-sexual public humiliation of any officer.

360-degree feedback

A personnel tool so that only downward ACRs do not hide a toxic senior; it must have career consequence.

Second Administrative Reforms Commission

Treated organisational ethics and example from the head as systems, which is the right level for a pattern like this boss.

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