



Probity in Governance

Public Service

- The **first** meaning of public service' is in the sense of a public utility, i.e it refers to the kind of services governments commonly provide- electricity, healthcare, maintenance of law and order, urban and rural infrastructure, etc- where the prime criteria of success are availability, affordability and accessibility of services.
 - **Second**, public service refers to all the public functionaries including all those working in the army as well as the judiciary and the executive.
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Probity

- Probity is the **evidence of ethical behaviour in a particular process.**
 - The term probity means **integrity, uprightness and honesty.**
 - For Government employees and agencies, maintaining probity involves **more than simply avoiding corrupt or dishonest conduct.**
 - It involves applying **public sector values such as impartiality, accountability and transparency.**
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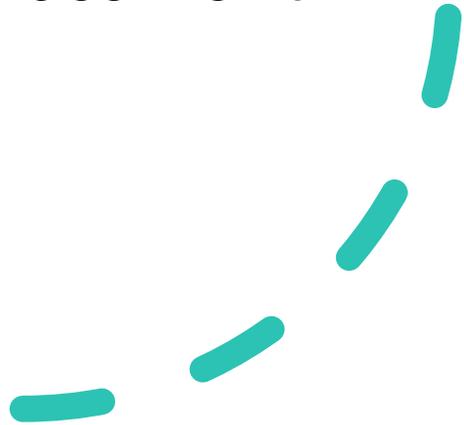
Probity

- Probity is also regarded as **being incorruptible**. However, probity goes further than the avoidance of being dishonest because it is **determined by intangibles like personal and societal values**.
 - It is also regarded as strict adherence to a code of ethics based on undeviating honesty, especially in commercial (monetary) matters and beyond legal requirements.
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Why Probity in Governance?



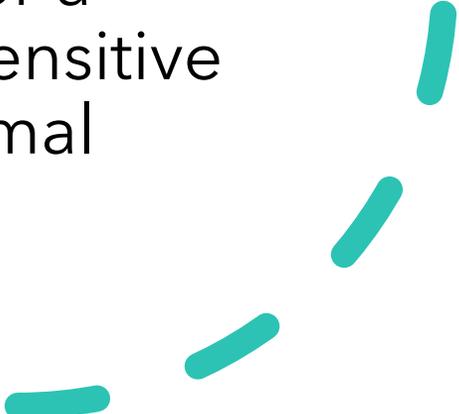
Why Probity in Governance?

- 4 pillars on which the edifice of good governance rests, in essence are:-
 - **Ethos** (of service to the citizen)
 - **Ethics** (honesty, integrity and transparency)
 - **Equity** (treating all citizens alike with empathy for the weaker sections)
 - **Efficiency** (speedy and effective delivery of service without harassment and using ICT increasingly)
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Probity

- Scandinavian economist-sociologist Gunnar Myrdal had described the Indian society as **“soft society”**
 - **According to him soft society is one , which does not have the political will to enact laws for progress and development and does not have the political will to implement laws even when they are made and where there is no discipline. According to him if there is no discipline no real or meaningful development is possible. Corruption and indiscipline feed on each other.**
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Principles of Probity

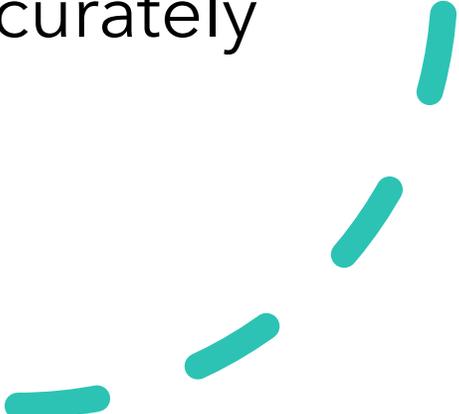
- (i) **Accountability:** It is a sense of responsibility towards one's actions and obligation to be able to explain the rationale for the decisions taken.
 - (ii) **Transparency:** For the proper functioning of the administrative machinery it is imperative that the process is transparent.
 - (iii) **Confidentiality:** As a condition of employment, all public servants and people involved in the project or a department which pertains to sensitive information, must provide a formal undertaking.
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Principles of Probity

- (iv) **Management of conflict of Interest:** Conflict of interest arises when the officials involved try to use the information they have or exploit their position of authority for unfair advantage.
 - (v) **Leadership:** Holders of public office should promote and support these principles by leadership and set an example for others to follow.
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Quality of Service Delivery

Service Quality:

- **Customer expectation vs. customer perception** (more the difference worse the quality)
 - **Goods:** It is possible to objectively inspect & improve them.
 - **Services:** They lack physical form because of which it becomes difficult to find measurable criteria to accurately assess quality.
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Quality of Service Delivery

Basic features of services:

- **(i) Service delivery involves two elements service outcome and service experience**
 - Experience refers to the manner in which service was delivered.
 - Outcome refers to result obtained.
 - **(ii) Personal attributes of delivery personnel.**
 - . i.e. physical appearance, attitude, body language, competence
 - (perspective of customers decides quality of service if outcome was satisfactory but the **conduct of the personnel may leave a negative opinion of service.**)
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Quality of Service Delivery

- (iii) **Customer is an essential part of service delivery** .i.e they need to be aware about their role. They play a role by making a service request, assisting the service provider with relevant information, providing complaints and suggestions.
 - The **quality of service is effected when the customers lack awareness about their own role.**
 - Further customers from **different background may have different expectation about the service** and have to be treated differently.
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SERVQUAL

- It is a multidimensional research instrument, designed to capture consumer expectation and perception.
 - It identifies 5 criteria's, represented by the rater to assess SQ.
 - **(i) Reliability:** Transparency and consistency.
 - **(ii) Assurance:** Competence of service providers and affordability of service if compared to an alternative provider.
 - **(iii) Tangibles:** Physical validation of service standards and commitment in the form of bills receipts and acknowledgment.
 - **(iv) Empathy:** Presence of courtesy and an appropriate GRM.
 - **(v) Responsiveness:** Delivery of service in a time bound and convenient manner.
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→ more the participation of votes more the legitimacy.

Direct.

- a) Elections.
- b) Paying of Taxes

•State
Govt.

Direct.

- ~~Accountable~~ (a) Authority.
- (b) Resources

Accountable

Indirect/complex.

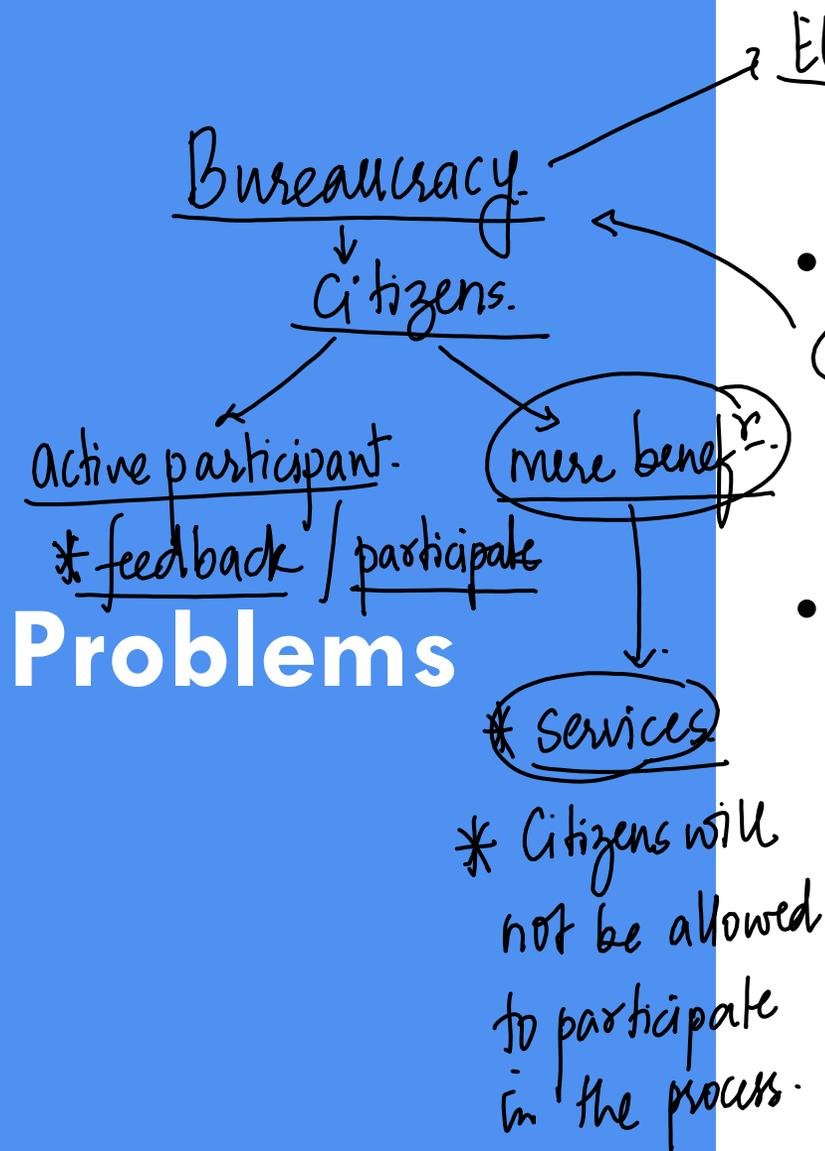
•Customer
Citizen.

•Provider
Bureaucracy/cs.

Selected

Problems

- * Info. shasing.
- * Monopoly.
- * (B) is not a direct stakeholder to the decisions they take.



Elitism.:

- **(i) Citizens are treated as mere beneficiaries.** Therefore the provider remains **accountable to the state** but is **not responsible** to the citizens.
- The consumer is also the citizen therefore it is **the consumer who provides the legitimacy to the state and provides for finances by paying taxes.**



Indirect.

* Services that public sectors offer, ~~are~~ not the citizens do not pay for those service directly to the P.S.
e.g.

Problems

e.g. Police
law & order.

- (ii) **The state enjoys a position of dominance with citizens being viewed as merely beneficiaries with little control** over them as to what is delivered to them. Therefore public service by very nature is asymmetrical in terms of information, power and participation. This happens because:
 - (a) Public service are **monopolistic and lack competition** therefore the provider does not have to entice customers.
 - (b) **Provider-customer relationship is complex and indirect.**

Problems

→ Diff to access because of the lack of resources of the state.

→ Incentive to be innovative

→ Corruption

- (iii) **Public services are often difficult to access, low in technical quality and lack an element of innovation.** This makes them unresponsive to the changing needs of the diverse society.
- (iv) **Public services are often characterized by a lack of information sharing.**

RTI, 2005
↳ Denied info.

↳ Transparency

= Accountability
↳ Better services.

Improving Service Quality

(a) Training: Service
↳ "To serve"

(b) Value Education.
Long term measure

RTI

Elitism: "Maa-Baap"

- (i) Establishing Service standards.
- (ii) Inculcate service orientation.
- (iii) GRM + Whistleblowers protection.
- (iv) Availability of information. ↳ Citizen's charter
↳ feedback
- (v) Promoting citizen's engagement
- (a) Providing Information. ↳ Citizen's should be treated as active participants
- (b) Capacity Building.
- (c) Community mobilisation.
- (d) Redressal of grievances. ↳ NGO's / PGs.
- (e) Institutionalisation.

↳ RTI ↳ Make things permanent.



Improving Service Quality

- Challenges of Citizen's Engagement

- (a) Resistance to reform. → Bureaucracy is Status-Quoist.
- (b) Risk of collusion.
- (c) Vested Interests.
- (d) Lack of institutionalization.

→ P-B-C. → Interests of some / a particular group.



Work Culture

- **Common Understanding** with respect to **values, objectives and practices in the organisation.**
- It is **informal and abstract** and has **strong influence** on an individual's behaviour.
- It can be defined as the system **of individually and collectively accepted meanings of work as understood by members of the organisation.**
- Such an understanding help's members realise **what the organisation intends to achieve and how** should the members conduct themselves to help.

Features of Work Culture

Beh^v

Police : formally : Service
Informally : Force

- (i) It is **inherently abstract** in nature. It is the reflection of the **mentality of the employee** as well as the **character and environment** of the organisation.
- (ii) It **creates a sense of identity** for the employees and so facilitates commitment to something larger than individual self interest.
- (iii) It **determines interpretation of laws, rules and regulation** and regulates the use of discretionary powers.
- (iv) A law can only define what is considered permitted/prohibited. However it is the **work culture determining the extent to which law is followed, ignored or even violated**. Especially when the discretion and delegation increases.

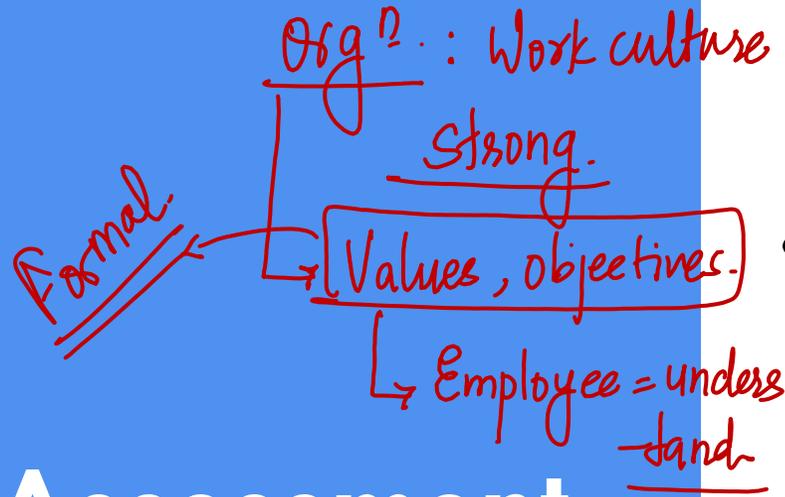
Assessment of work culture

•WORK
CULTURE

•STRENGTH

•QUALITY

Assessment of work culture



e.g. Armed forces.
= Strong Wc.

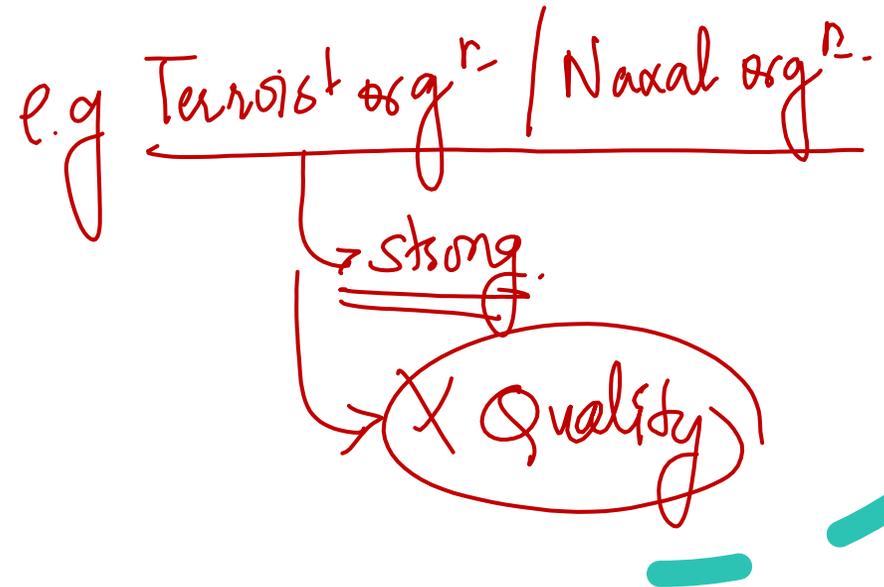
- **Strength** of the work culture is determined by **the extent to which employees understand organisational purpose and their role in achieving it.**
- In other words the extent to which they **recognise which behaviour would be considered desirable, punishable or avoidable.**

police = Service
↳ force



Assessment of work culture

- Quality of the work culture is determined by the **extent to which it upholds values of promoting public welfare.**



Assessment of work culture

- A strong work culture has direct impact on the organisation:
 - (a) It influences the **behavior and attitude of the employees**. It inculcates within the individuals the **core values of the organisation regardless of individuals background or level in the hierarchy**.
 - (b) It acts as a substitute for formalisation. A degree of formalisation ensures standardisation but also makes organisation rigid. **A strong culture can achieve similar uniformity but with more flexibility.**
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Assessment of work culture

- A strong work culture does **not necessarily means a positive work culture.**
 - If wrong values and limited understanding of the organisational purpose is inculcated among members a strong work culture can severely damage organisational functioning.
 - It is **extremely difficult to change or challenge a strong culture.** This makes it critical to ensure organisation creates, sustains and nurtures a strong and positive work culture.
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→ formal. orgⁿ al tool.

→ * orgⁿ :

→ * Beh^v : permitted & prohibited

Code of Conduct

Orgⁿ through COC : Values
Orgⁿ beh^v →

- Clarifies organizations mission, values and principles linking them to standards of professional conduct.
- The code articulates the values the organization wishes to foster in leaders and employees and in doing so defines desired behavior.
- As a result, written code of conduct can become benchmarks against which individual behavior can be measured.

→ code of conduct : Disciplinary action



Code of Conduct

- Additionally a code is a central guide and reference for employees to support day to day decision making.
- A code also encourages discussion of ethics and compliance, empowering employees to handle ethical dilemmas they encounter in everyday work.

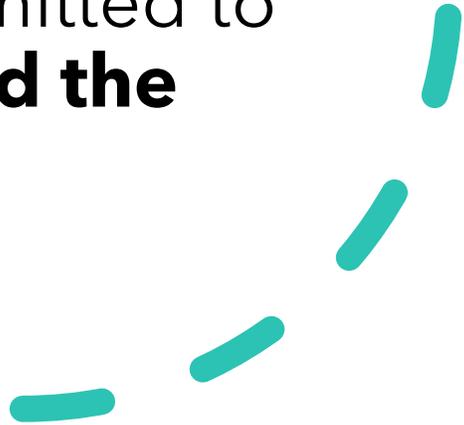
→ Tool which allows civil servants to address Ethical dil.

Code of Conduct

Purpose:

- **Compliance:** Requires Individuals serving on boards and organisational leaders of public companies to implement codes or clearly explain why they have not.
- **Marketing:** A code serves as a public statement of what the company stands for its commitment to high standards and right conduct.
- **Risk Mitigation:**

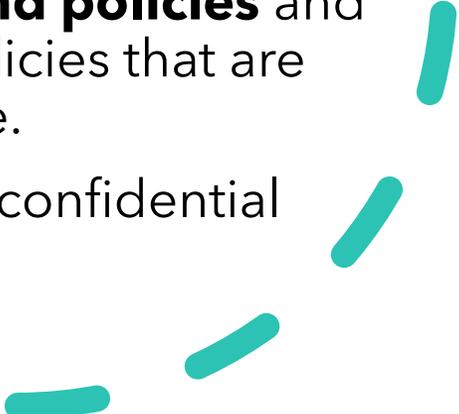
CODE OF ETHICS

- Code of Ethics is a **statement of the aspirations and high expectations of public servants.**
 - These practices serve as a **guide to behavior for members** of in carrying out their business.
 - An ethical public servant will consider the **full range of standards and values that are relevant to handling a specific matter** and be committed to upholding both **the spirit and the letter of this code.**
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FEATURES

- **1. Advance the Public Interest.** Promote the interests of the public and put service to the public above service to oneself.
 - a. Seek to advance **the good of the public** as a whole, taking into account current and long-term interests of the society.
 - b. Exercise **discretionary authority** to promote the public interest.
 - c. Be prepared to make **decisions** that may not be popular but that are in the public's best interest.
 - d. **Subordinate personal interests** and institutional loyalties to the public good.
 - e. **Serve all persons with courtesy, respect, and dedication** to high standards.
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FEATURES

- **2. Uphold the Constitution and the Law.** Respect and support government constitutions and laws, while seeking to improve laws and policies to promote the public good.
 - a. Recognize and understand **the constitutional, legislative and regulatory framework** in which you work and fully discharge your professional roles and responsibilities.
 - b. **Promote constitutional principles** of equality, fairness, representativeness, responsiveness and due process in protecting citizens' rights and promoting the public good.
 - c. **Develop proposals for sound laws and policies** and for improving or eliminating laws and policies that are unethical, counterproductive, or obsolete.
 - d. Respect and safeguard protected and confidential information.
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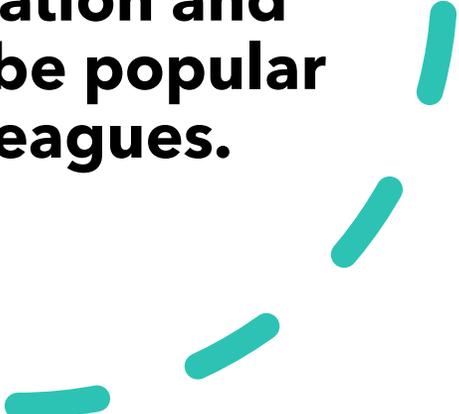
FEATURES

- **3. Promote democratic participation. Inform the public and encourage active engagement** in governance. Be open, transparent and responsive, and respect and assist all persons in their dealings with public organizations.
- a. Be **open and transparent** while protecting **privacy rights and security**.
- b. Recognize and support the **public's right to know the public's business**.
- c. **Involve the community in the development, implementation, and assessment of policies** and public programs, and seek to empower citizens in the democratic process, including special assistance to those who lack resources or influence.
- d. **Assist members of the public** in their dealings with government and respond to the public in ways that are complete, clear, and easy to understand.
- e. **Promote timely and continuing dissemination of information** about government activities to the community, ensuring a fair and transparent process and educating citizens to make effective contributions.

FEATURES

- **4. Strengthen social equity.** Treat **all persons with fairness, justice, and equality and respect individual differences, rights, and freedoms.** Promote affirmative action and other initiatives to reduce unfairness, injustice, and inequality in society.
 - a. **Provide services to the public with impartiality and consistency tempered by recognition of differences.** Ensure that all persons have access to programs and services to which they are entitled under the law and maintain equitable standards of quality for all who receive the programs and services.
 - b. **Provide equal treatment, protection, and due process to all persons.**
 - c. **Oppose all forms of discrimination and harassment and promote affirmative action,** cultural competence, and other efforts to reduce disparities in outcomes and increase the inclusion of underrepresented groups.
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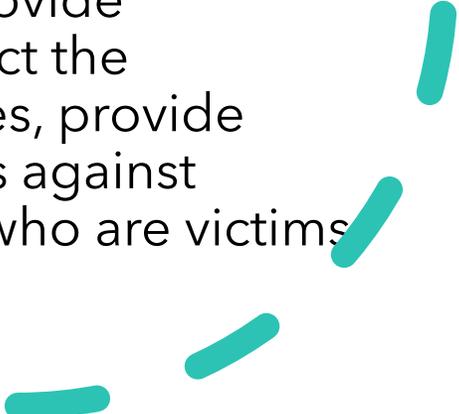
FEATURES

- **5. Fully Inform and Advise.** Provide accurate, honest, comprehensive, and timely information and advice to elected and appointed officials and governing board members, and to staff members in your organization.
 - a. Provide information and advice based on a **complete and impartial review of circumstances** and needs of the public and the goals and objectives of the organization.
 - b. Be prepared to **provide information and recommendations that may not be popular or preferred by superiors or colleagues.**
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FEATURES

- **6. Demonstrate personal integrity.**
Adhere to the highest standards of conduct to inspire public confidence and trust in public service.
 - a. Exercise integrity, courage, compassion, benevolence, and optimism.
 - b. Maintain **truthfulness and honesty** and do not compromise them for advancement, honor, or personal gain.
 - c. **Resist political, organizational, and personal pressures to compromise ethical integrity** and principles and support others who are subject to these pressures.
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FEATURES

- **7. Promote Ethical Organizations:** Strive to attain the highest standards of ethics, stewardship, and public service in organizations that serve the public.
 - a. Work to **establish procedures that hold individuals and the organization accountable** for their conduct and support these procedures with clear reporting of activities and accomplishments.
 - b. Act as **stewards of public funds** by the strategic, effective, and efficient use of resources; by regularly reexamining the efficacy of policies, programs, and services; and by seeking to prevent all forms of mismanagement or waste.
 - c. Encourage **open expression of views by staff members** within the organization and provide administrative channels for dissent. Protect the whistleblowing rights of public employees, provide assurance of due process and safeguards against reprisal, and give support to colleagues who are victims of retribution.
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FEATURES

- **8. Advance Professional Excellence:** Strengthen personal capabilities to act competently and ethically and encourage the professional development of others.
 - a. **Keep up-to-date on emerging issues, practices, and potential problems** that could affect your performance and accomplishing the mission of your organization.
 - b. **Provide support and encouragement to others to upgrade competence and participate in professional activities and associations.**
 - c. **Allocate time and resources to the professional development of students, interns, beginning professionals, and other colleagues.**
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