

APTITUDE

Special abilities in a particular field of activity are called Aptitude. It is a combination of characteristics that indicates an individual's capacity to acquire some specific knowledge or skill after training. While assessing intelligence, psychologists often found that people with similar intelligence differed widely in acquiring certain knowledge or skills. We may observe in our day to day life there are certain areas in which some intelligent people do not do well. These specific skills and abilities are called aptitudes. With proper training these abilities can be considerably enhanced or actualised.

In order to be successful in a particular field, a person must have both aptitude and interest. Interest is a preference for a particular activity; aptitude is the potentiality to perform that activity. A person may be interested in a particular job or activity, but may not have the aptitude for it. Similarly, a person may have the potentiality for performing a job, but may not be interested in doing that. In both cases, the outcome will not be satisfactory. Thus, to predict an individual's future performance we need to know the knowledge of aptitude.

Civil services aptitude:-

Civil servants are entrusted with the responsibilities of decision making and policy implementations. They have to manage community resources, providing and delivering services to the community and maintain law and order. Considering these job requirements, a civil servant required to possess the following skills or abilities:

- Analytical skills
- Grasping capabilities
- Understanding of situations
- Respect for diverse opinions
- Problem solving skill
- Decision-making skill
- Leadership
- Inter personal skills
- Social skill
- Communication skills
- Time Management

Values

Values are defined as those desirable ideals and goals anything that yields satisfaction or provides a mean of satisfaction. Value is not simply a preference but a preference which is

considered to be justified morally or through reasoning or by aesthetic judgment, usually by two or by all three of these.

Like aptitudes, values serve as internal guide for the behaving individual. Values make our behavioural choices more parsimonious and less random and they make behavior more predictable.

Values deal with one's orientation towards different aspects of social environment. A value is an important life goal or standard of behavior for a person. It is a standard toward which the individual has a strong positive attitude.

Theoretically, there are two basic types of values - Terminal or end values and Instrumental or mean values. *Terminal or end values* refer to the beliefs and conceptions about ultimate goals or desirable end states that are worth striving, for example – Happiness & Wisdom. *Instrumental or mean values* happen to the beliefs or conception about desirable modes that are instrumental for attainment of desirable end state, for example – Behaving honestly & responsibly. *In administrative context , we can say that good governance or actualization of welfare state is the terminal or end value, while Dharma or ethical conduct or duty is the mean value or instrumental value.*

FOUNDATIONAL VALUES OF CIVIL SERVICES

Civil services required to catering to the needs of the community at large. It is therefore necessary that the civil services are guided by a common set of values. These are called foundational values of civil services. For example, integrity, honesty, dedication to public service, impartiality, political neutrality, and objectivity are some of the value considered to be the hallmarks of an efficient civil servant. Naturally then, the society has a right to expect that the civil services function fairly, impartially and efficiently. Also these encourage people to develop confidence in the functioning of the government machinery.

NOLAN COMMITTEE (Committee on standards in public life)

The Committee on Standards in Public Life in the United Kingdom is popularly known as the Nolan Committee. It was formed in 1994. This is considered one of the most comprehensive statements of what constitutes ethical standards for holders of public office.

The terms of reference of the committee were: To examine current concerns about standards fo all holders of public office, including arrangements relating to financial and comeercial activities, and make recommendations as to any change in present arrangements which might be required to ensure the highest standars of propriety in public life.

The committee has outlined seven principles. Most countries have adopted these principles for their civil services. Thus, these seven Nolan principles are considered to be the foundational values for the public services. These are:

1. **Selflessness:** Holders of Public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.
2. **Integrity:** Holders of Public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
3. **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability:** Holders of Public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness:** Holders of Public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty:** Holders public office have a duty to declare any private interests relating to their public duties, and to take steps to resolve any conflicts arising in a way the protect public interest.
7. **Leadership:** public officers should promote and support these principles by way of leadership and as example.

These principles apply to all aspects to public life.

Indian Civil Services Values

In India, civil service values have evolved over years of tradition, and also find place in various rules including the Code of Conduct. At present, the Central Civil Services (Conduct) Rules 1964 and analogous rules are applicable to members of the All India Services or employees of various state governments. These rules incorporate the do's and don'ts for government servants, thus regulating their conduct and behaviour in the services.

These conduct rules, however, do not constitute a code of ethics in India. There is no code of ethics prescribed for civil servants in India although such codes exist in other countries. Public Services Bill, 2007 has been drafted to evolve the code of ethics in India. It is not transformed into law.

Key Proposals of Draft Public Services Bill, 2007

- **Values of Public Service:** The Public Service and the Public Servants shall be guided by the following values in the discharge of their functions:

1. Patriotism and upholding national pride
 2. Allegiance to the Constitution and the law of the nation
 3. Objectivity, impartiality, honesty, diligence, courtesy and transparency
 4. Maintain absolute integrity
- **Review of Public Service Values:** The central authority may from time to time review the adoption, adherence to and implementation of the Public Service Values in the departments or organisations under the central government and send reports to the central government.
 - **Public Services Code:**
 1. The government shall promote the Public Service Values and a standard of ethics in the public service operations, requiring and facilitating every public service employee:
 - (i) To discharge official duties with competence and accountability; care and diligence; responsibility, honesty, objectivity and impartiality; without discrimination and in accordance with law
 - (ii) to ensure effective management, professional growth, and leadership development
 - (iii) to avoid misuse of official position or information and using the public moneys with utmost care and autonomy
 - (iv) function with the objective that public services and public servants are to serve as instruments of good governance and to provide services for the betterment of the public at large; foster socio-economic development, with due regard to the diversity of the nation but without discrimination on the ground of caste, community, religion, gender or class and duly protecting the interest of poor, underprivileged and weaker sections.
 2. The government shall, in consultation with the central authority, prepare a Public Services Code of Ethics for guiding the public service employees within one year from the commencement of this Act.

SECOND ADMINISTRATIVE REFORMS COMMISSION (SARC)

The SARC was set up in 2005 by the Ministry of Personnel, Public Grievances and Pensions, Government. It was to prepare a detailed blueprint for revamping the public administration system in India. The main mandate of the Commission was to suggest measures “*to achieve a proactive, responsive, accountable, sustainable and efficient administration for the country at all levels of the government*”. The 2nd ARC was initially set up under the Chairmanship of Mr. Veerappa Moily, who resigned with effect from 1st April 2009. He is succeeded by V. Ramachandran. A set of fifteen reports have been prepared by the Commission from 2006-09.

Key Recommendations on civil services values and code of ethics:

○ It conceptualises a comprehensive Civil Service Code at three levels:

Level 1 (apex level): there should be a clear and concise statement of the values and ethical standards that a civil servant should imbibe. These values should reflect public expectations from a civil servant with reference to political **impartiality**, maintenance of highest ethical standards and accountability for actions.

Level 2 (second level): broad principles which should govern the behaviour of a civil servant may be outlined. This would constitute the code of ethics.

Level 3 (last level): there should be a specific code of conduct stipulating in a precise and unambiguous manner, a list of acceptable and unacceptable behaviour and actions.

○ The values and the Code of Ethics should be given a legal backing by including them in the proposed Civil Services Bill.

○ In addition to an individual's commitment to the Constitution of India and other values as stated in the Draft Public Service Bill 2007, the foundational values to the civil services to be incorporated in the code of ethics are as followings:

- (a) Adherence to the highest standards of probity, integrity and conduct
- (b) Impartiality and non-partisanship
- (c) Objectivity
- (d) Commitment to the citizens' concerns, public good and public service
- (e) Empathy for the vulnerable and weaker sections of society.
- (f) Open accountability
- (g) Devotion to duty
- (h) Exemplary behaviour

INTEGRITY

Integrity is one of the fundamental values of civil servants. It refers to the fairness, honesty or 'trustworthiness' and an uncompromising and predictably consistent commitment to honour moral values in actions and decisions. Integrity can be defined as soundness of moral principles, uprightness, sincerity and honesty. Integrity denotes the quality of acting in accordance with the accepted moral values, norms and rules. It can stand in opposition to hypocrisy. Integrity forms the basis for ethical behaviour.

In public administration, integrity refers to 'honesty' or 'trustworthiness' in the discharge of official duties, serving as an antithesis to 'corruption' or 'the abuse of office: Lack of integrity takes various shapes in the form of corruption, patronage and extravagant expenditure of public money, etc. To uphold integrity public servants must neither solicit nor accept anything from their fellow citizens to perform their duties, thus creating a climate of confidence in themselves and in the public service as a whole. Reasons for decline in integrity includes moral degeneration of society, red tapism, lack of public opinion against it, etc.

While integrity is important in all walks of life, it especially important in public service. The need for integrity in government's administrative services has been a subject of repeated assertion since the days of Independence and even before. Sardar Patel the then Home Member in Government of India had on 21st April 1947 while addressing the first batch of the IAS at the training school at Metcalfe House Delhi "Above all I would advise you to maintain the utmost impartiality and incorruptibility of administration... no service worth its name can claim to exist if it does not have in view the achievement of the highest standard of integrity. I hope you would render your service without fear of favour and without any expectations of extraneous rewards".

The Nolan Committee identifies integrity of public officers as not placing themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

As per second ARC, **integrity** of Civil servants is, *taking all official decisions (minor and major) solely on public interest not by any financial or other consideration either in respect of themselves, their families or their friends.*

Technically, Integrity is grouped in three types – personal, professional and institutional. **Personal integrity** is about demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly. For an individual it is his/her values and culture which determine personal integrity.

Professional integrity is performing professional duty and obligations. This means conducting professional relationships and activities fairly, honestly, legally and in conformance with the professional code of ethics.

Institutional integrity is a broader concept. It is determined by the mission-and-vision statements of an organisation; the process which it follows; the code of conduct for its employees; and the results of the procedures followed. Thus institutional integrity is about fostering ethical behaviour throughout an institution through personal example, management practices and ethical training.

The personal, professional and institutional integrity is considered as the key to a professional survival . They also play an important role in building public confidence and trust in a democracy. It is the concept of integrity in public life which ensures that public interest overrides personal and organisational interests.

In India, for public servants we may say **D + P + V + E = I**

[Democracy + Professionalism + Values + Ethics = Integrity]

Integrity demands from a civil servants the following characteristics:

<p>Regular actions</p>	<ul style="list-style-type: none"> • Is open and honest in one's dealings with others • Honours commitments made to others • Acts in ways to avoid conflict of interest—perceived or real—for example, by disclosing potential issues on time • Honest and open in all communications • Gives frank and honest opinion when sought • Follows the rules and regulations and is guided by public service values • Maintain privacy not sharing information loosely with others
<p>Guiding Values of actions</p>	<ul style="list-style-type: none"> • Is guided by public interest in conflicting situations • Encourages others to consistently follow public service values • Is trustworthy in all circumstances • Treats people impartially, regardless of political, social, demographic, geographic, circumstances or bias
<p>Values Conflicting</p>	<ul style="list-style-type: none"> • Enforces law, public service values and rules of conduct even in difficult situations • Provides honest and frank advice to uphold public interest
<p>Environment</p>	<ul style="list-style-type: none"> • Ensures full disclosure, by sharing the political implications of the decisions being made • Challenges powerful and influential people, and holds them accountable to make the right decisions • Stands firm when dealing with unreasonable requests and demands
<p>Role Model</p>	<ul style="list-style-type: none"> • Leads by example by maintaining high standards of professionalism and impartiality • Takes accountability for own actions and, thus, creates a culture for others to take accountability for their own actions as well • Creates a culture that encourages open, honest, and ethical behaviour • Holds people accountable to their actions and rewards those who demonstrate integrity • Acts as a role model for courageous leadership by adopting a principled stance on critical issues

Understanding integrity through examples:

A big industrial project is to be set up by the government in a certain backward area. Some government officials were involved in the decision making and implementation. In such a scenario, if an officer involved discloses this crucial information to a businessman, the business house can then buy land in that area before the initiation of any project and then sell the same land at exorbitant rates—thus making a huge profit following the increase in land prices thereafter (post industrialisation). Here, the decision taken in public interest would pay more dividends to few business house/s due to lack of integrity on part of the concerned government servant who shares the crucial information with the possible ulterior motive of financial/ personal gain.

IMPARTIALITY AND NON -PARTISAINSHIP

Free from undue bias or preconceived opinions is called impartiality. It is an unprejudiced appraisal of the pros and cons. It is evenhandedness or fair-mindedness, showing lack of favoritism. An impartial person takes decisions without any bias, prejudice, or preferring the benefit to one person over another for improper reasons.

The non-partisanship ensures their neutral political approach and commitment to the government in power. These are considered foundational values of civil services.

The UK Civil Services Code defines impartiality and non- partisanship as carrying out responsibilities in a way that is fair, just and equitable and reflects Civil Service commitment to equality and diversity. Thus, impartial civil servant servants carry out their official work—**like procurement**, recruitment, delivery of services, etc based on merit alone and without any bias and favour.

Political impartiality: Serve the Government, without getting influenced by his/her own political beliefs. A politically impartial public servant act in a way which deserves and retains the confidence of ministers, while at the same time ensuring same relationship in future with those who forms the Government. It is also complying with any restrictions that have been laid down on your political activities. He/ she not to act in a way that is determined by party political considerations. The use official resources for party political purposes to be denied. The personal political views should not be allowed to determine advice or actions.

Political Neutrality: In a parliamentary system of government.

- The basis of the appointment of Public servants to be merit, rather than party affiliation or contributions.
- Restriction on the Public servants to take part in political activities.
- Prohibition on Public servants for publicly expressing their personal views on government policies or administration.

- Public servants provide forthright and objective advice to their political masters in private and in confidence. In return, political executives protect the anonymity of public servants by publicly accepting responsibility for departmental decisions.
- Public servants execute policy decisions loyally and zealously, irrespective of the philosophy and programs of the party in power and regardless of their personal opinions. As a result, public servants enjoy security of tenure during good behaviour and satisfactory performance.

The above features is ideal. However, theory and practice often diverge. In reality, this model of political neutrality has rarely been practised in its 'pure' form.

Importance of political neutrality in democracy

- Continuous functioning- political masters takes policy decisions which are being implemented by the civil servants. These political bosses are elected for a specific term. They may be replaced in future with other parties. However, the bureaucracy functions in continuation irrespective of any party in power. Therefore, for any party it is essential to have trust and confidence in the bureaucratic setup.
- *Loyalty to the Government*- The public servants to serve the government loyally, regardless of the party in power. They must put the will of the government ahead of their personal beliefs in developing policies and programs. A duty of loyalty to the employer is not unique to the public service only. Employees in any public or private organisation are required to serve their employer with good faith and fidelity. They are not supposed to do anything deliberately to cause harm to the employer's organisation.
- The duty of loyalty includes an obligation not to act in a manner detrimental to the employer's reputation, not to put oneself in a position of a conflict of interest, and not to disclose confidential information. Employees violate their duty of loyalty if they engage in public criticism or act in a way that is detrimental to their employer's legitimate (business) interests.
- Public servants have a duty of loyalty to the government of the day and this duty of loyalty is connected with the values of impartiality and neutrality.
- The Values and Ethics Code for the Public Service requires, among other obligations, that public servants 'loyally implement ministerial decisions, lawfully taken' and that they perform their duties and arrange their private affairs so that public confidence and trust in the integrity, objectivity and impartiality of government are conserved and enhanced.

OBJECTIVITY

Objectivity is simply judgment based on observable phenomena and uninfluenced by emotions or personal prejudices. When taking decision, the official shall take into consideration the relevant factors and give each of them proper weight in the decision, while excluding any irrelevant material in the decision.

The Nolan Committee, says objectivity is ‘in carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices based on merit.’

The ‘impartiality’ and ‘objectivity’ supports each other. The evaluation based on merits of the facts, lead to an impartial decision making. This helps in avoiding a bias towards any individual, organization or authorities.

Does and don'ts of civil savants from the viewpoint of objectivity

Do's	Don't
<ul style="list-style-type: none">✓ Providing information and advice, to government ministers, on the basis of the evidence, and accurately present the options and facts;✓ Taking decisions on the merits of the case; and✓ Taking due account of expert and professional advice.	<ul style="list-style-type: none">✓ Ignoring inconvenient facts or irrelevant considerations when providing advice or making decisions; or✓ Blocking the implementation of policies once decisions are taken by declining to take, or abstaining from, action which flows from those decisions.

ACCOUNTABILITY

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office. Good governance implies accountability to the citizens of a democratic polity and their involvement in decision making, implementation and evaluation of projects, programmes and public policies. Accountability makes sure that for every action and inaction in government and its consequences there is a civil servant responsible and accountable to the government, the society and the people. Accountability ensures a system to monitor and control the performance of government officials in relation to quality of service, inefficiency and abuse of discretionary powers.

OPENNESS/TRANSPARENCY

Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands. Transparency makes sure that people know exactly what is going on and what is the rationale of the decisions taken by the Government or its functionaries at different levels.

DEDICATION TO PUBLIC SERVICE

The civil servants are expected to maintain high standards in professional life with complete devotion to duty. It is about performing the duties with sincerity. The civil servant is on the full time pay of the government and therefore, he has to perform the duties well.

This means that the assigned duties must be completed within the time limit and with quality. At the same time, the rules and regulations must be followed by exercising his best judgement. The tasks should be performed without wasting the valuable public resources unnecessarily. The civil servant should also obey the lawful orders of the superiors. Under the Central Civil Services (Conduct) Rules, Rule 3 indicates about the expectations from a civil servant in this regard.

Dedication is defined as the state of being committed to a task or purpose. It is the love, loyalty, or enthusiasm for a activity.

A **public service** is a service which is provided by government to people living within its jurisdiction. In modern countries, public services often includes: Electricity, Education, Emergency services, Environmental protection, Fire service, care, Law, Military, Gas, Postal service, Social services, Telecommunications, Town, Public broadcasting, Waste management, Water supply network etc.

Dedication towards these public services is foundational values of civil services. It is their duty and responsibilities to provide these services at all times. However, the situation today is opposite. The work culture in government offices is poor. There is an allround atmosphere of sloth and inefficiency. Employees come late to office, take extended lunch break, leave early and are indifferent to work assigned to them. Despite, being one of the largest providers of services, there is complete lack of customer orientation in various government departments.

Sense of Mission: Work should not be done simply for the sake of doing work. There should be clear focus and direction in what one is doing, otherwise it will not be productive and yield results.

Spirit of Service and Sacrifice: Spirit of service and sacrifice is an essential ingredient of public services. The public officials should feel inspired that that they are working for a national cause. Today in the society there is an increase in selfishness, and general lack of concern for other individuals. What we have in India today is not a giving and sharing society, but a grabbing society, not a sacrificing society but a consumer society. Self seeking and exploitation of the weak has become common place. These maladies result in general unhappiness and a

retreat from goal of general welfare and fulfillment. Mahatma Gandhi had said there is enough in the world for 'everyone's need but not for their greed'. We need to change the societal attitudes particularly those who are in public services so that they develop sympathy for the masses and work in the true spirit of service to the society.

Public Services values:

- To discharge official duties with competence and accountability; care and diligence; responsibility, honesty, objectivity and impartiality; without discrimination and in accordance with law.
- to ensure effective management, professional growth, and leadership development
- to avoid misuse of official position or information and using the public moneys with utmost care and autonomy
- function with the objective that public services and public servants are to serve as instruments of good governance and to provide services for the betterment of the public at large; foster socio-economic development, with due regard to the diversity of the nation but without discrimination on the ground of caste, community, religion, gender or class and duly protecting the inter-est of poor, underprivileged and weaker sections.

Empathy, Tolerance and Compassion towards the Weaker Section

The Preamble embodies the basic philosophy and fundamental values - social-political, moral and religious-on which the Constitution is based. Fraternity is an important ideal.

Fraternity mean a sense of brotherhood. Feeling of brotherhood gives rise to a fellow feeling that we must help each other and that together we can better our lives. It also means that as the sons of the same soil (*Matrubhumi*) the citizens are all brothers who must stay with each other through thick and thin. As brothers they stand and fall together. The brothers constitute the nation. The constitution promotes this feeling of fraternity by the system of single citizenship. Also, the Fundamental Duties (Article 51-A) say that it shall be the duty of every citizen of India to promote harmony and the spirit of common brotherhood amongst all the people of India transcending religious, linguistic, regional or sectional diversities.

The Preamble declares that fraternity has to assure **two things**-the dignity of the individual and the unity and integrity of the nation.

The phrase '**dignity of the individual**' signifies that the Constitution not only ensures material, betterment and maintain a democratic set-up but that it also recognizes that the personality of every individual is sacred. This is highlighted through some of the provision of the Fundamental Rights and Directive Principles of State Policy, which ensure the dignity of

individuals. Further, the Fundamental Duties (Article -51A) also protect the dignity of women by stating that it shall be the duty of every citizen of India to renounce practices derogatory to the dignity of women, and also makes it the duty of every citizen of India to uphold and protect the sovereignty, unity and integrity of India.

The phrase '**unity and integrity of the nation**' embraces both the psychological and territorial dimension of national integration. Article 1 of the Constitution describes India as a 'Union of States' to make it clear that the states have no right to secede from the Union, implying the in destructible nature of the Indian Union. It aims at overcoming hindrances to national integration like communalism, regionalism, casteism, linguism, secessionism and so on.

To actualize the ideal of fraternity there must be empathy, tolerance and compassion towards weaker section of our society.

Public administration is designed to serve 'public'. By its very nature, it ought to be people oriented and even people-centred. While bureaucracies are expected to be guided by laws and rules, it is not necessary to make them mechanistically rule-centric. Public administrative organizations are human organizations and they ought to be human in their policies, decisions and orientation. Being responsive to people's needs enjoins upon civil servants to be responsive to their psychological needs to being cared for, nurtured and helped. It is in this context that administrators ought to evolve and demonstrate a higher level of emotional intelligence as well as spiritual intelligence that would make them truly "feel" for the common man and care for his feelings.

The purpose of any government in a democratic polity is to ensure the protection of the weaker sections. In a complex society like India, there are many sections which are marginalised and are weaker either from socio-economic angles or from physical angle.

The Civil Servants have a constitutional duty to protect the weaker sections and work towards their empowerment and all round development. For the establishment of good governance and welfare state it is must for civil servants to be compassionate and empathetic towards weaker section of our society. Therefore, the qualities of empathy, tolerance and compassion towards the weaker sections are of utmost importance for the Indian civil servants.

EMPATHY

Empathy means the ability to put oneself in another's place and see things from that person's point of view. This involves being a listener rather than a talker.

Empathy in civil service is of great importance as :-

- It refer to the sensivity towards others feelings,
- Ability to understand another person's feelings, expectations and motives,
- Behaving in a manner that makes others feel comfortable,

- To gain empathy for others, we must listen to them with our eyes and hearts as well as our ears,

- Generally people are in their own states of mind and have their own personal agendas. In that they do not pay any attention to what others think or feel. So empathy calls for attention.

Empathy is an emotional intelligence (EI) competency. This skill reflects a person's ability to connect with others and to relate to them which is an essential skill in building and managing healthy relationships.

This involves being a listener rather than a talker. Empathy can reduce many of the barriers to effective communication. Empathy is an important way to deal with more subtle problems because it helps the manager understand the diverse employee's point of view. To develop altruistic motives empathy plays an important role.

Empathy involves both affective and cognitive components. Affectively, an empathetic person 'feels what another person is feeling. Cognitively, an empathetic person understands what another person is feeling and why.

Why is Empathy needed?

Empathy can reduce many of the barriers to effective communication. It helps in connecting people and building trust. It is essential in providing a healing touch in difficult situations. Empathy is an important way to deal with more subtle problems because it helps the manager understand the diverse employee's point of view.

A successful leader needs to have a high degree of understanding of the aspirations and ideas of his followers. The effective leader understands the stated and unstated needs of the led and knows how to satisfy those needs. Empathy not only facilitates communication but also enables the leader to find successful ways of influencing people.

Need for Empathy in civil services

- It is essential for a public servant to be empathetic towards the situations. Being empathetic incites the feeling of care among people and, thus, also induces trust of the common man in public servants and in the system at large.
- In the services of daily needs such as provisioning of essential items to the common man and facilitation of services at various government offices, people come knocking on the doors with their own problems and issues. Each problem becomes a separate case for the concerned public service officer. Following rules verbatim, without taking people's needs and aspirations into consideration, creates the feeling of alienation among the masses. Therefore, it is essential for these officers to listen to the complaints, queries and suggestions in an empathetic manner.
- While resolving the same issues, a public servant—although an empathetic listener—needs to find solutions in an impartial and objective manner and in adherence to the laws of the land.

TOLERANCE

Toleration means forbearance, a willingness to accept views or actions with which one disagrees or of which one disapproves. Toleration should therefore be distinguished from both permissiveness and indifference. Permissiveness is a social attitude that allows people to act as they wish or as they choose; it reflects either moral indifference (the belief that the actions in question cannot be judged in moral terms) or moral relativism (the belief that moral judgements can be made only from the perspective of the individuals concerned). Toleration, on the other hand, is based upon two separate moral judgements. The first is disapproval of a form of behaviour or set of beliefs; the second is a deliberate refusal to impose one's own views on others.

Moreover, toleration does not imply non-interference. Although toleration does not allow for interference with, or constraint upon, others, it allows influence to be exerted through moral example and rational persuasion. A distinction is sometimes made between 'negative' toleration, a passive acceptance of diversity or willingness to **'live and let live'**, and 'positive' toleration, a celebration of diversity and pluralism viewed as enriching for all.

Toleration is a core principle of liberalism and one of the central values of liberal democracy.

COMPASSION

Compassion is a feeling of deep sympathy and sorrow for another who is stricken by misfortune, accompanied by a strong desire to alleviate the suffering. The etymology of 'compassion' is Latin, meaning 'co-suffering'. More involved than simple empathy, compassion commonly gives rise to an active desire to alleviate another's sufferings. The Dalai Lama once said, 'compassion is a necessity, not a luxury, and that without it humanity cannot survive.'

Compassion for weaker section of the society is a constitutional obligation:

The Indian Constitution enshrines various principles of equality and fraternity. These principles and various statutory provisions suggest compassionate attitude towards the weaker sections of the society.

- The fundamental rights in the Indian Constitution enshrine rights of individuals with positive discrimination in order to make the provisions for equality.
- **Article 14** provides that States shall not deny any person equality before law or the equal protection of laws within the territory of India.
- **Article 15** provides for the concept of equality taking care of the conditions of the Scheduled Castes, Scheduled Tribes and other backward classes.
- There are social safeguards contained in Article 17, 23, 24 and 25(2) (b) of the constitution.
- As per **Article 17**, untouchability is abolished and its practice in any form is forbidden.

- The enforcement of any disability arising out of 'untouchability has been made an offence punishable in accordance with the law'
- **Article 24** provides that no child below the age of 14 years shall be employed to work in any factory or mine or engaged in any hazardous employment.
- **Article 15(4)** empowers the State to make special provisions for advancement of any socially and economically backward classes or citizens and for Scheduled Castes and the Scheduled Tribes. This provision has enabled the State to reserve seats for Scheduled Castes and the Scheduled Tribes in educational institutions including technical, engineering and medical colleges.
- **Article 29(1)** provides that 'Any section of the citizens residing in the territory of India or any part thereof, having a distinct language, script or culture of its own shall have the right to conserve the same.'
- **Article 350(a)** provides for adequate facilities for instructions in the mother tongue at the primary stage of education for children belonging to linguistic minority groups. The above Article has relevance for Scheduled Tribes as some of them have a distinct language/dialect.
- **The Directive Principles of the State Policy under Article 38** indicate the State to secure a social order for the promotion of welfare of the people: The State shall strive to promote the welfare of the people by securing and protecting as effectively as it may a social order in which justice, social, economic and political, shall inform all the institutions of the national life. The State shall, in particular, strive to minimize the inequalities in income, and endeavour to eliminate inequalities in status, facilities and opportunities, not only amongst individuals but also amongst groups of people residing in different areas or engaged in different vocations.
- **Article 39** states that there is equal pay for equal work for both men and women.
- Article 39 (A) Equal Justice and Free Legal Aid
- Article 46 states, 'The State shall promote with special care, the educational and economic interest of weaker sections of the people and particular of Scheduled Castes and Scheduled Tribes and shall protect them social injustice and all forms of exploitation.'