

UPPCS

2 February, 2025

Q.1 What is the role of attitude in the functions of a civil servant? Explain with examples. (200 words)

Ans- Attitude plays a crucial role in performance of duties and interaction with the public for a civil servant. It influences decision-making and overall effectiveness of the individual.

Role of attitude in the functions of a civil servant:

- **Public Service mindset:** A positive attitude towards public service generates genuine desire to serve the public with a commitment to fairness and responsiveness in work.
 - Ex- A civil servant who is passionate about public service will go the extra mile and innovate to assist citizens, even if it requires extra effort or time.
- **Integrity and Ethical Conduct:** Attitude towards honesty, transparency, and accountability determines the ethical compass of a civil servant.
 - ensures that they uphold the highest standards of integrity in their work.
 - Ex- A civil servant with a strong ethical attitude will resist corruption and bribery, even if it means facing personal risks.
- **Empathy and Compassion:** The attitude of civil servants towards vulnerable sections determines how they treat them. A compassionate attitude ensures performance of duties with sensitivity and compassion.
 - Ex- providing special facilities for elderly and disabled during elections.
- **Problem-Solving and Decision-Making:** A positive attitude enables them to approach problems with optimism and determination.
 - Also augments their moral courage in taking bold decisions.
 - Ex- Remaining calm under pressure and making sound decisions to minimize the sufferings due to a disaster.
- **Continuous Learning and Improvement:** A learning attitude leads to continuous improvement. Civil servants must stay updated with the latest knowledge and skills in their field.
 - Ex- organising and attending workshops and conferences to enhance skills.

Attitude of a civil servant determines her relationship with other stakeholders. It influences individual and collective productivity as well.

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Q.2 How can objectivity in decision-making be ensured by a civil servant? Discuss. (125 words)

Ans- Objectivity means making choices based on facts, evidence, and the best interests of the public, rather than personal biases or external pressures.

Ensuring objectivity in decision-making by a civil servant:

- **Awareness** of self biases, prejudices, and preconceived notions and **regular critical reflection** of one's thoughts and actions.
- Actively **seeking feedback** from colleagues, staff, and members of the public to **gain insights** into potential blind spots and biases.
 - Ex- Public feedback on the performance of a government scheme.
- **Evidence-based decision-making** gathering all relevant data and information before making a decision.
 - Ex- Considering facts while awarding contracts.
- **Seeking input from subject matter experts** to gain a deeper understanding of complex issues.
 - Ex- Taking advice of health experts in managing a disease outbreak.
- **Maintain clear and accurate records** of the decision-making process, including the rationale behind the choices made.

A rational and open mindset towards thoughts and actions of self and others could ensure objectivity in decision-making for a civil servant.

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Q.3 Civil servants must work behind the curtains with political neutrality. Comment.
(200 words)

Ans- Civil servants act as permanent executive and are expected to work anonymously without any limelight. Political neutrality is essential for them to maintain nonpartisanship.

Must work behind the curtains with political neutrality:

- Civil servants **typically work behind the scenes**, providing advice and support to political leaders.
 - Anonymous role allows them to offer candid and objective suggestions **without fear of political repercussions**.
- They play a **crucial role in formulating policies**, much of which happens away from the public eye.
 - This behind-the-scenes work is essential for effective governance.
- Civil servants often **deal with sensitive information** related to national security, public safety, and personal data.
 - Working behind the curtain allows them to **handle this information discreetly** and protect it from unauthorized access.
- Civil servants should **conduct their duty regardless of their personal political beliefs**.
 - ensures effective implementation of policies irrespective of the political party in power.
- Expressing political opinions openly could **compromise their ability to serve** all members of the public and **erode public trust** in the administration.
 - Could lead to **politicisation of bureaucracy**.
- Political neutrality **fosters professionalism and objectivity** in the civil service, promoting a culture of ethical conduct.

Establishing clear ethical guidelines and codes of conduct for civil servants along with independent oversight could ensure their anonymity with political neutrality.

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Q.4 'Emotional Intelligence builds the image of the administration and also strengthens its foundations.' Discuss this statement in the context of a civil servant. (200 words)

Ans- Emotional Intelligence is the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

Emotional Intelligence builds the image of the administration:

- **Enhanced Public Perception:** EI enables civil servants to connect with citizens on a human level, understanding their concerns and responding with empathy.
 - This fosters trust and improves the public image of the administration.
 - Ex- A civil servant with high EI can effectively handle a public protest by listening to concerns.
- **Effective Communication:** EI enhances communication skills, allowing civil servants to clearly articulate policies and decisions.
 - addresses grievances effectively, and builds rapport with the public.
- **Positive Interactions:** EI promotes respectful and courteous interactions with citizens, even in challenging situations.
 - This leaves a positive impression and enhances public satisfaction with government services.

Strengthening the Foundations of Administration:

- **Improved Decision-Making:** Enables civil servants to consider the emotional and social implications of their decisions, leading to more balanced and effective policies.
- **Enhanced Leadership:** EI is essential for effective leadership within the civil service. Emotionally intelligent leaders can motivate their teams, foster collaboration, and create a positive work environment.
 - Ex- A leader with high EI can motivate their team to achieve challenging goals by understanding diverse needs.
- **Adaptability and Resilience:** EI enhances adaptability and resilience in the face of challenges.
 - Emotionally intelligent civil servants can better manage stress, adapt to change, and bounce back from setbacks.

Emotional intelligence is a critical competency that directly impacts the public engagement and productivity of a civil servant. It can be cultivated with constant moral and situational training.

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Q.5 Persuasion is a skill which requires both attitude and aptitude for a civil servant. Explain with proper arguments. (125 words)

Ans- Persuasion is the ability to influence others' thoughts and opinions using convincing arguments and facts.

Persuasion is a skill which requires both attitude and aptitude:

Attitude

- **Genuine Belief in the Public Interest:** Persuasion is most effective when it emerges with **genuine conviction** for public good.
- **Empathy and Understanding:** Effective persuasion requires an open attitude towards the perspectives of others.
- **Persuasion is often a long process:** Requires patience and persistence which comes with a positive attitude.
- **Honest attitude:** Civil servants must be truthful and avoid making misleading or deceptive claims. **Integrity is crucial to their ability to persuade.**

Aptitude

- **Strong Communication Skills:** Clear and concise communication, active listening, and the ability to customise communication to different audiences is essential for persuasion.
- **Objective and Critical Thinking:** Persuasion is about presenting well-reasoned arguments supported by evidence.
- **Knowledge and Expertise:** Credibility is essential for persuasion which comes with a strong understanding of the policy areas, relevant laws, regulations, and procedures.
- **Negotiation and Diplomacy:** Persuasion often involves finding common ground and building consensus.
 - Civil servants need to be skilled negotiators, able to compromise and find solutions.

The combination of attitude and aptitude is essential for persuasion in a complex environment of public administration and achieving positive outcomes.