

Ethical Issues in Administration



Dr Mamta Pathania
Assistant Professor Public
Administration
Public Administration
IIPA, New Delhi



Welcome to the session on Ethical Issues in Administration

**.21st Century public services are confronted with new reality of
“reinventing government”.**

- .New challenges and constraints faced due to globalization process.**
- .World over countries have pursued state reforms based on greater emphasis on market competition, non-intervention, de-bureaucratization, and corporatization, which has critical impacts on public accountability .**
- .Today nations are required to adjust their domestic policies to serve the global economic and political scenario.**



• Conti.....

- The public management reforms have raised complex questions about values and ethics
- The pertinent question here is whether public service ethics and the forces of reinventing government are fundamentally at odds - representing a clash of values –
- In the present result oriented public management environment, there are an increasing number of “gray areas” where there are relatively few guidelines on actions by public servants and hence there is need to provide clearer ethical frameworks



Evolution of Morality

“...we know that as knowledge comes, person grows, morality is evolved, and idea of non separateness begins. Whether men understand it or not, they are impelled by that power behind to become unselfish. That is the foundation of morality. It is the quintessence of all ethics, preached in any language, or any religion, or by any prophet in the world...”

-Swami Vivekananda

Good Governance

Happiness and Development of All

Dharma

Code of Conduct for Rulers

Participation of People

Ethics And Morality

Welfare Of People based on

Knowledge and Wisdom

Excellence of Administration

Equality and Social Justice

Responsive Admn

Administrative Ethics

Practice Dharma

Code of Ethics

**Strict Adherence
to Values and
Ethics**

**Ancient
Indian
Literature**

**Appointment of
Persons of Integrity**

**Teaching of
Practical values of
All religions**

**Understand
Foundations
of Administrative
Culture**

**Change in
Social Values**



Ethics

MORAL PRINCIPLES OF

- **Duties and Virtue**
- **Prescribe how we should behave**



Ethical Choices

What you find is that the tough ethical choices are not between good and evil, but rather between two goods:

- Truth versus Loyalty
- Individual versus Community
- Short-term versus Long-term
- Justice versus Mercy

Values

- **Values are important Beliefs and Desires**
- **They Motivate Actions, and**
- **Shape attitudes**





Values Different Than Ethics

VALUES

All Important beliefs (eg., Health, Wealth)

ETHICS

Beliefs About Moral Right and Wrong

Elements of Public Service Ethics



- **Accountability**

- Follow laws
- Obey authority
- Strive for efficiency, economy, effectiveness

- **Ethical behavior**

- Adherence to standards
- Set sound standards
- Avoid even the perception/appearance of wrongdoing
- Help create an ethical environment

Elements of Public Service Ethics



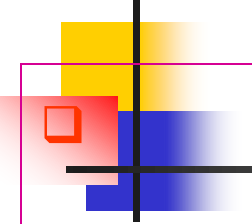
- **What to control?**
 - **Fiscal controls:** legal expenditures
 - **Process controls:** waste, fraud, abuse, mismanagement to achieve efficiency
 - **Program controls:** effectiveness, achieving goals of annual and strategic plans

Ethics in Administration



- **Ethics in Administration generally refers to the moral values, principles, codes of behaviors, cultural and righteousness of public servants**
- **Values are those ideals of conduct the practice of which is admired by the people in general**

Principles of Public Service Ethics

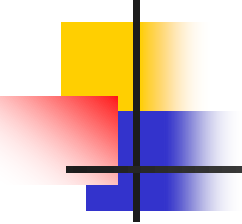
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- ❑ **Public Interest** : Advance Public, not Personal Interest
 - ❑ **Objective Judgment** : Decisions on Merit, Free of Partiality, Prejudice and Conflict of Interest
 - ❑ **Accountability**: Conduct Business openly, efficiently, equitably, honorably
 - ❑ **Responsibility**: Safeguard Public Confidence by avoiding appearances of impropriety and Misconduct

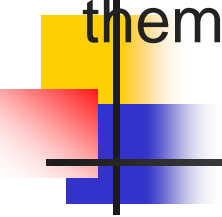
Second ARC – Fourth Report

Ethics in Governance - Jan 2007

- Ethical Framework for Ministers
- Enforcement of ethical norms in Legislatures
- Code of Ethics for Regulators
- Ethical Framework for the Judiciary
- Code of Ethics for Civil Servants
- Liability of Corrupt Public Servants to Pay Damages
- Constitutional Protection to Civil Servants – Article 311 of the Constitution should be repealed.
- Reducing discretion
- Protecting the Honest Civil Servant
- Protection to Whistleblowers

The Committee's First Report in 1995 established
The Seven Principles of Public Life, also known as the
"Nolan Principles". They were:

- 
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- **Selflessness** – Holders of public office should act solely in terms of the public interest. They should not do so to gain financial or other benefits for themselves, their family or their friends.
 - **Integrity** – Holders of public office should not place 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.
 - **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 and facts not on personal judgments

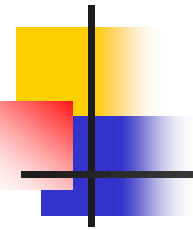
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- Accountability – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

 - 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.
 - Honesty – Holders of 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 that protects the public interest.
 - Leadership – Holders of public office should promote and support these principles by leadership and example.



Ethics is not about Words

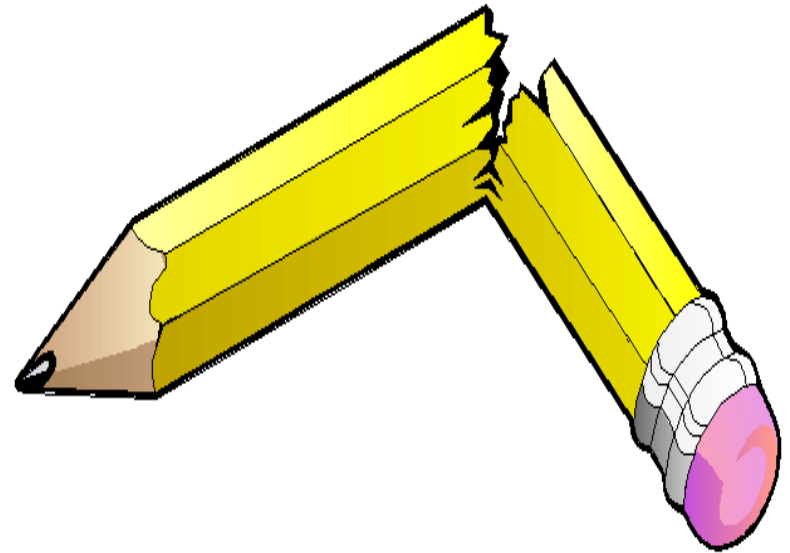
- ❖ **Its about actions**
- ❖ **It's not about what we say or intend**
- ❖ **It's not simply a written code**



- ❖ There is a big difference between what you have a right to do and what is right to do
- ❖ Most of the time we know what we should do
- ❖ The real test of ethics and character is whether we are willing to do the right thing
- ❖ Even when it is likely to cost more than we want to pay

Distinguishing Dilemmas

- **Moral Dilemma ;
Not knowing the
right thing to do**
- **Organisational
Dilemma ; Being
under pressure to
do the wrong thing**



Enemies of Integrity

- Complacency
- Self Delusion
- Rationalisation
- Survival Syndrome
- Win – at – any – cost
- Misplaced loyalty
- Undervaluing Integrity
- Unaccountability
- Arrogance of Power



Complacency

It Can't Happen Here
Our People Always Do What's Right



Self Delusion

Everyone is Ethical in His or Her Own Eyes

Rationalisations



Doctrine of Relative Filth

**I'm not so bad as long as others
are worse**

Rationalisations

Classical Fallacies –it's not unethical if ...

- It's for a good cause
- Its legal
- Everyone does it
- Others are a lot more worse
- I don't get caught

- Its not for me
- Its necessary to do it
- I'm just following the orders
- I', just fighting fire with fire
- No one is really hurt

Misplace Loyalty

- **Cats are loyal to the house**



- **Dogs are loyal to their Masters**





Win At Any Cost

If you are not willing to lose, you have to be willing to do anything it takes to win



Undervaluing Integrity

**Most of us overestimate the cost of doing
the right thing**

**And underestimate the cost of failing to
do so**

Arrogance of Power

- **Self – delusion**
- **Self – interest**
- **Self – protection**
- **Self - righteousness**



**TWO WRONGS DON'T MAKE A
RIGHT, BUT THEY MAKE A GOOD
EXCUSE**

No Easy Answers *--But if in Conflict*

- Get the big Picture
- Document the Facts
- Get Help
- Decide what to do
- Take Action
- Evaluate



- **WE JUDGE OTHER PEOPLE BY THEIR**
ACTIONS,

AND

- **WE JUDGE OURSELVES BY OUR**
INTENT



**WHEN YOU DECIDE TO FIGHT FIRE
WITH FIRE**

**ALL YOU GET IS THE ASHES OF YOUR
OWN INTEGRITY**

THE RAT RACE

**THE PROBLEM
WITH THE RAT
RACE IS THAT
EVEN IF YOU
WIN, YOU ARE
STILL A RAT**



Ethics and Organisational Excellence



Three important components in an organisation are:

- Men (Human Element)
- Money
- Material

Men (Human Element) more than any other factor determines the quantity and quality of the performance and output

- Human Excellence is based on Human Strength and not weakness. Strength is essentially goodness

Human Excellence depends upon the will power of human beings, which is basic to excellent personality development

- Will is the motive power, driving force and takes human beings to a higher plane and strengthens spirituality and character
- An appropriate blend of moral qualities and mental attitudes becomes an essential ingredient for moral government and administration.
- Such a Mixture will strengthen the basis of legitimacy and effective government which is found on Public trust and Confidence

Focus on Three "C"

Customer/Client/Citizen

1. **External**

2. **Internal**

■ **Culture**

1. **Shared Values**

2. **Trust**

■ **Capacity for Continuous Improvement**

REMEMBER



**YOU ARE THE MOST VALUABLE
RESOURCE**

TOGETHER WE CAN;

- ❑ SUPPORT ETHICAL CULTURE**
- ❑ MODEL ETHICAL BEHAVIOUR**



The important thing is
not to stop questioning.

Albert Einstein




Because. . . .

“ Best way of learning

Is

Ability to Question”

Quiz



1. Which Dilemma is it when we are under pressure to do the wrong thing?

- (a) Ethical Dilemma
- (b) Moral Dilemma
- (c) Organizational Dilemma
- (d) Both (b) and (c)

2. Who said “the important thing is not to stop questioning”?

- (a) Mahatama Gandhi
- (b) Swami Vivekanand
- (c) B R Ambedkar
- (d) Albert Einsten

3. What is the toughest ethical decision?

- a) Between good and bad
- (b) Between two bads
- (c) Between two goods
- d) Both (a) and (c)

4. Which report of second ARC talks about Ethics in Governance?

- a) First
- b) Second
- c) Third
- d) Fourth



References

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THANK YOU