

CASE STUDY 1

You have recently been posted as a District Collector in Mughalsarai, in Eastern Uttar Pradesh. The district is heavily populated, poor and has large amounts of money for social welfare schemes. As a young bureaucrat, you have been firefighting to get work done, maintain law and order, disburse funds for social welfare, speeding up opening of accounts prevent leakages in govt schemes, fair award of government tenders, representing administration in cases before the High Court and Lokayukta and tending to VIP visits on a bi-monthly visits. You also have to deal with dozens of directives, circulars, and notices from Central and State government.

You are assisted in your job by a team of Deputy Collectors. Harendra Ram is a young Deputy Collector, who is very hard working, diligent and sympathetic to the poor. He comes from a very humble background and made it to the State Services and does his work honestly. He also shows great sympathy for poor people and takes their case often, be it payments for MNREGS wages, or benefits under IAY.

One day at 2PM, your steno brings a letter to you that was sent by National Commission on Human Rights (NHRC) two days back. You were required to reply to the notice at by PM of the same day.

The NHRC has come across a case where a poor widow has complained that she has not been granted IAY fund to build a *pucca* house, though she is entitled to it.

The case says that the Indira Awas Sahayak and the BDO have been demanding money for release of funds for the same. The case concerns village 'X' where, in your knowledge all IAY funds have been disbursed and pucca houses already made for the poor. The village has also been declared to have met 100% of its target under IAY 2 years ago.

You call a meeting of officers, as you need to reply to the NHRC letter failing which you are liable to report to the Commission in person, which almost amounts to a reprimand.

Amongst others, you ask Harender how to go about the case, as in 3 hours it will be impossible to visit the village and find the truth. Harender discloses to you that the BDO has been often known to indulge in graft and seeking illegal gratification from poor people. He must have done the same with the poor widow.

The widow wouldn't have enough money to pay and hence she sought help by writing a letter to the NHRC. In his opinion, you should write back to the Commission stating the above, promising swift action against the erring official and release of funds at the earliest.

What will be your course of action? Why?

CASE STUDY 2

The Civil Services has been the dream of you and your family ever since you were a child. You have always wanted to serve the country and work for the poor at the grass root level. You have deep sympathy for the poor people and have also worked in an NGO that works towards these goals.

You have secured a rank in the Civil Services and have been posted as Assistant Commissioner (Customs & Excise). Your job is very demanding in nature, as you need to know several Acts and Laws and legislations. There are also several intricacies and complexities in the taxation laws.

The Chief Commissioner has set a tax collection target for you and all other Assistant Commissioners (ACs). You had not imagined that the nature of job would turn out to be like this. You had always imagined life as that of working among the poor in villages helping them out and redressing their grievances.

You have been asked to recruit Tax Inspectors for higher tax collections, and you head the interview panel. The job profile requires that tax inspectors should make a list of high net worth companies and individuals and make taxation demands. Thus with such tax inspectors, the department plans to raise taxation

A young and bright candidate comes to you for the interview for the role of a tax inspector. The candidate is well versed in taxation laws and has cleared all the levels of exam. He has a keen interest in finance and accounting.

Impressed with his knowledge, you ask the candidate why he wants to join the Customs & Excise departments. He tells you that how he is passionate about joining public service, and wants to serve the nation. When it comes to taxation department, by joining the esteemed organization, he would like to play a key role in taxation reforms as taxation forms the backbone of any country.

What would be your course of action? How would you rate the suitability of the candidate for the job?

CASE STUDY 3

You are the Secretary of Health, Govt. of Jharkhand. The Central Government has decided to set up a new All India Institute of Medical Science (AIIMS) at Ranchi. For the health department, it has been a challenge to utilize the funds judiciously - which are inadequate, for the development of AIIMS on the scale of one existing in New Delhi.

A key requirement for a functional AIIMS is the availability of doctors. However, you are aware that a large number of doctors from Jharkhand in general and Ranchi in particular are positioned in AIIMS Delhi.

In several meetings with the Central Government, you have been told that states must try to get some of the good doctors from AIIMS Delhi to serve in the state AIIMS. The department will expedite release of doctors to the regional AIIMS.

Subsequently, it has been decided that Secretary rank officials will be heading the committee on recruitments.

To incentivize doctors to come to State Capitals and help set up regional AIIMS, it is decided to appoint Senior Residents and experienced doctors as Head of Departments (HODs) in the regional AIIMS. Norms for HOD would be relaxed to attract good doctors from NCR and other regions to come to their home states and render services.

As the news spread around, there is immense lobbying for the positions. An HOD has tremendous financial powers in awarding contracts, deciding medicines and other medical equipment. It is an important position. You are advised by your seniors to be very careful in the selection of candidates. Honesty and integrity will be crucial for such an important position.

It is also important that these positions go to honest candidates with high integrity and belonging to the state / state capital so that they are on duty and do not take unnecessary leaves for travelling to their home state.

You are heading the Interview Panel assisted by senior doctors to assess the candidates' medical knowledge too. Rajiv is a brilliant candidate, who has been a brilliant student throughout. He is from Ranchi and has a house here and is qualified for the post. His parents are also settled in Ranchi and are renowned doctors, now retired. He has been serving at AIIMS for the past decade.

When the technical questions have been asked and settled, you ask the candidate - So Rajiv, Why do you want to leave AIIMS New Delhi and serve at AIIMS Ranchi? You must be aware that the buildings are still being constructed and fund allocation is not adequate and it may be years before facilities for working may be adequate.

Rajiv tells you that he had always had a passion for serving the poor and he sees a huge potential in serving in Ranchi since Jharkhand is such a poor state. He wants to work among the masses and as an HOD it will help him cater to the tribal people of Jharkhand, and he finds it intellectually satisfying.

What is your assessment of the candidate? Will you recruit / not recruit him? Why?

वहां जो लोग आते हैं आपके जैसे सामान्य होते हैं, उनको जीवन का अनुभव है और वो आपसे वहीं पूछते हैं |

आपने ये भी ध्यान दिया होगा की रटे हुए सवालो पर जोर नहीं होता |

आप कैसे सोचते हैं चीज़ें, कितनी ईमानदारी से सोचते हैं, नयी तरीके से कैसे सोचते हैं, ये सब उसमें हम देखते हैं |

अधिकतर लोगो को ये बड़ी गलतफ़हमी होती है की साहब इस वक़्त झूठ बोल के निकल जायेंगे, वो बड़ा मुश्किल होता है |

हम बार बार आपसे कहते हैं जैसे एक साधारण सवाल लोग करते हैं की सर में guess कर लू क्या |

आपने सुना है ऐसा ?

लोग कहते हैं आपको कम आता है तो आप guess कर ले |

अरे आप guess कर रहे हैं इसका मतलब हुआ की आप decision नहीं कर पा रहे हैं आपने बारे में, तो मैं कैसे बता सकता हू की आप guess करे या ना करे |

मेरे लिए तो आपने बताया अपनी personality का हिस्सा की, आपको decision करना नहीं आता है |

तो ये आपके against negative ही जायेगा |

दूसरा आपसे interview में जो सवाल पुछा जा रहा है आप उसके आस पास तक ही रहिये, ये नहीं की हम पुछा आपके लिए पूने के बारे में, और आप मुझे बता रहे हैं तमिल नाडू के बारे में, तस मेरा interest नहीं है उसमें |

तो to the point जो information है आपके पास उसको सोच के अपनी तरह से interpret करके उसको बताइए |

हम आपसे जानना छह रहे की साहब collectory बनी है तो क्या कर सकते हैं आप मुझे Philosophy सिखा रहे हैं वो नहीं है उद्देश्य | उद्देश्य है की आप क्या जानते हैं जिस में काम में जाने वाले हैं |

कुछ सवाल ऐसे भी होते हैं जैसे इन्होंने भी कहाँ की आप ग्रेजुएशन कर के आ रहे हैं, हमने आपसे पुछा की Vice-Chancellor कौन था यूनिवर्सिटी का आपको इतना भी नन्ही पता | This shows your negligence, no respect to education . This all goes against you.

आप जिस विश्वविद्यालय में पढ़ कर आये हैं आपको ये तक पता न हो की विश्वविद्यालय कब बना था, किस जगह पर बना था तो ये तो जातती हो जाएगी |

To apke personality ka hissa nahi hai.

You are ready to the wrong cause not to the personality development.

छोटी छोटी चीज़ें होती हैं आप किसी शहर में रहे हुए हैं और आपको पता ही नहीं की शहर में क्या हो रहा है |

में surprisingly किसिस जगह जाता हूँ तो पूछता हू की भाई यहाँ कोई visitor आये है तो आप बताये की शर में कुछ देखने को है? 90% लोग ये नहीं बता सकते हैं की शहर में क्या देखने को है |

On the contrary, कभी भी आप बहार जायेंगे तो कोई भी यूनिवर्सिटी का student आपको बता देगा चाहे वो BA 1st year का है या MA 1st year का है की इस जगह क्या अछे चीज़ है, क्यों अछे चीज़ है और आप कैसे वहां जा सकते हैं |

के तो हम जिस चीज़ इनपे ध्यान नहीं देते बिलकुल भी तो personality हमारी रट के बनती है तो उसमें depth नहीं आती |

वही interview में ज्यादातर लोगो को नुकसान दे रही है |

Disclaimer : The situations provided in the case studies are fictional and bear no resemblance to any persons living or dead. Any such resemblance, if exists, is merely co-incident in nature.