

SOS POLITICAL SCIENCE AND PUBLIC ADMINISTRATION

M.A.POL.SC.401

SUBJECT NAME : ADMINISTRATIVE THEORY

UNIT-V

TOPIC NAME: BUREAUCRACY AND CIVIL SERVICES

BUREAUCRACY

Bureaucracy, specific form of organization defined by complexity, division of labour, permanence, professional management, hierarchical coordination and control, strict chain of command, and legal authority. It is distinguished from informal and collegial organizations. In its ideal form, bureaucracy is impersonal and rational and based on rules rather than ties of kinship, friendship, or patrimonial or charismatic authority. Bureaucratic organization can be found in both public and private institutions.

CHARACTERISTICS AND PARADOXES OF BUREAUCRACY

The foremost theorist of bureaucracy is the German sociologist Max Weber (1864–1920), who described the ideal characteristics of bureaucracies and offered an explanation for the historical emergence of bureaucratic institutions. According to Weber, the defining features of bureaucracy sharply distinguish it from other types of organization based on no legal forms of authority. Weber observed that the advantage of bureaucracy was that it was the most technically proficient form of organization, possessing specialized expertise, certainty, continuity, and unity. Bureaucracy's emergence as a preferred form of organization occurred with the rise of a money-based economy (which ultimately resulted in the development of capitalism) and the attendant need to ensure impersonal, rational-legal transactions. Instrumental organizations (e.g., public-stock business firms) soon arose because their bureaucratic organization equipped them to handle the various demands of capitalist production more efficiently than small-scale producers.

Leif Geiges

Contemporary stereotypes of bureaucracy tend to portray it as unresponsive, lethargic, undemocratic, and incompetent. Weber's theory of bureaucracy, however, emphasizes not only its comparative technical and proficiency advantages but also attributes its dominance as a form of organization to the diminution of caste systems (such as feudalism) and other forms of inequitable social relations based upon a person's status. In the pure form of bureaucratic organization universalized rules and procedures would dominate, rendering personal status or connections irrelevant. In this form, bureaucracy is the epitome of universalized standards under which similar cases are treated similarly as codified by law and rules, and under which the individual tastes and discretion of the administrator are constrained by due process rules. Despite the widespread derogatory stereotypes of bureaucracy, a system of government grounded in law requires bureaucracy to function.

Nevertheless, the words bureaucracy and bureaucrat are typically thought of and used pejoratively. They convey images of red tape, excessive rules and regulations, unimaginativeness, a lack of individual discretion, central control, and an absence of accountability. Far from being conceived as proficient,

popular contemporary portrayals often paint bureaucracies as inefficient and lacking in adaptability. Because the characteristics that define the organizational advantages of bureaucracy also contain within them the possibilities of organizational dysfunction, both the flattering and unflattering depictions of bureaucracy can be accurate. Thus, the characteristics that make bureaucracies proficient paradoxically also may produce organizational pathologies.

JURISDICTIONAL COMPETENCY

Jurisdictional competency is a key element of bureaucratic organization, which is broken into units with defined responsibilities. Fundamentally, jurisdictional competency refers to bureaucratic specialization, with all elements of a bureaucracy possessing a defined role. The responsibilities of individuals broaden with movement upward through an organizational hierarchy. The organizational division of labour enables units and individuals within an organization to master details and skills and to turn the novel into the routine. Although the division of labour is highly efficient, it can lead to a number of harmful organizational pathologies; for example, units or individuals may be unable to identify and respond adequately to problems outside their competency and may approach all problems and priorities exclusively from the purview of a unit's specific capabilities. This feature of bureaucracy also can lead organizational units to shirk responsibility by allowing them to define a problem as belonging to some other unit and thereby leave the issue unattended. Alternatively, every unit within an organization is apt to put a face on a problem congenial mainly to its own interests, skills, and technologies.

COMMAND AND CONTROL

Bureaucracies have clear lines of command and control. Bureaucratic authority is organized hierarchically, with responsibility taken at the top and delegated with decreasing discretion below. Because of the risk of organizational parochialism produced by limited and specific jurisdictional competencies, the capacity to coordinate and control the multiplicity of units is essential. Authority is the glue that holds together diversity and prevents units from exercising unchecked discretion. Yet, few features of bureaucratic life have received so much adverse attention as the role of hierarchical authority as a means for achieving organizational command and control. Popular criticisms emphasize that hierarchical organization strangles creative impulses and injects hyper-cautious modes of behavior based on expectations of what superiors may desire. Command and control, which are necessary to coordinate the disparate elements of bureaucratic organization, provide for increasing responsibility upward, delegation, and decreasing discretion downward.

CONTINUITY

Continuity is another key element of bureaucratic organization. Rational-legal authority necessitates uniform rules and procedures for written documents and official behavior. A bureaucracy's files (i.e., its past records) provide it with organizational memory, thereby enabling it to follow precedent and standard operating procedures. The ability to utilize standard operating procedures makes organizations more efficient by decreasing the costs attached to any given transaction. Organizational files record procedures, antecedent behavior, and personnel records. They also allow an organization to be continuous and, thus, independent of any specific leadership. On the whole, continuity is vital to an organization's capacity to retain its identity and even its culture. Without its records, it would be impossible to maintain transactions grounded in legality. Yet continuity also has a dysfunctional side, leading organizations to behave predictably and conservatively or, worse perhaps, merely reflexively. Continuity also may lead a bureaucracy to repeat regularly activities that may be inaccurate and whose inaccuracies thereby cumulate.

PROFESSIONALIZATION

Professionalization of management, another basic element of bureaucracy, requires a full-time corps of officials whose attention is devoted exclusively to its managerial responsibilities. In government, professionalization is vested in the corps of civil servants whose positions have generally been obtained through the passage of tests based upon merit. The civil service is sometimes considered a permanent government, distinct from the transient politicians who serve only for a limited time and at the pleasure of the electorate in democratic political systems. In businesses and in other nongovernmental bureaucratic organizations, there is also a professional cadre of managers. Professionalization increases expertise and continuity within the organization. Even when organizations are temporarily leaderless or experience turmoil in their top leadership positions, the professional cadre helps to maintain an organizational equilibrium. The virtues of professionalization are clear: without a professional corps, organizations would suffer from crises induced by incompetency. Professionalization thus contributes to the superior technical proficiency that Weber claimed was the hallmark of bureaucratic organization. Despite its virtues, professionalization also carries potential risks. Often the professional corps of managerial experts itself becomes a covert source of power because it has superior knowledge compared with those who are its nominal but temporary superiors. By virtue of greater experience, mastery of detail, and organizational and substantive knowledge, professional bureaucrats may exercise strong influence over decisions made by their leaders. The existence of powerful bureaucrats raises issues of accountability and responsibility, particularly in democratic systems; bureaucrats are supposedly the agents of their leaders, but their superior knowledge of detail can place them in a position of indispensability. In addition, although a permanent corps of officials brings expertise and mastery of detail to decision making, it also deepens the innate conservatism of a bureaucracy. The permanent corps is usually skeptical of novelty because the essence of bureaucratic organization is to turn past novelties into present routines. Professional bureaucrats, be they in the civil or private sector, also tend to favor the organizational status quo because their investments (e.g., training and status) are tied to it. Consequently, the more professionalized the cadre becomes, the more likely it is to resist the intrusion of external forces.

RULES

Rules are the lifeblood of bureaucratic organization, providing a rational and continuous basis for procedures and operations. An organization's files provide the inventory of accumulated rules. Bureaucratic decisions and—above all—procedures are grounded in codified rules and precedents. Although most people dislike rules that inhibit them, the existence of rules is characteristic of legal-rational authority, ensuring that decisions are not arbitrary, that standardized procedures are not readily circumvented, and that order is maintained. Rules are the essence of bureaucracy but are also the bane of leaders who want to get things done their way instantly. Rules restrain arbitrary behavior, but they also can provide formidable roadblocks to achievement. The accumulation of rules sometimes leads to the development of inconsistencies, and the procedures required to change any element of the status quo may become extraordinarily onerous as a result of the rule-driven character of bureaucracy. One perspective holds that the strict adherence to rules restricts the ability of a bureaucracy to adapt to new circumstances. By contrast, markets, which can operate with very few rules, force rapid adaptation to changing circumstances. Yet, most major business organizations are arranged in bureaucratic form because hierarchy and delegated responsibility reduce the transaction costs of making decisions.

BUREAUCRACY: MEANING, FEATURES AND ROLE OF BUREAUCRACY

Bureaucracy or the Civil Service constitutes the permanent and professional part of the executive organ of government. It is usually described as the non-political or politically neutral, permanent, and professionally trained civil service. It runs the administration of the state according to the policies and laws of the government political executive. Upon the qualities and efficiency of bureaucracy depends

the quality and efficiency of the state administration. It, however, works under the leadership and control of the Political Executive.

BUREAUCRACY: MEANING AND DEFINITION

The terms bureaucracy, civil service, public servants, public service, civil servants, government service, government servants, officials of government, officials, permanent executive and non-political executive are used to describe all such persons who carry out the day to day administration of the state. The terms Bureaucracy' and 'Civil Service' are popularly used as synonyms.

NARROW AND BROAD USES OF THE TERM BUREAUCRACY

In a narrow sense the term Bureaucracy is used to denote those important and higher level public servants who occupy top level positions in the state administration. In the broad sense, it refers to all the permanent employees of the government right from the peons and clerks to the top level officials. Presently, we use the term in its broader dimension.

DEFINITIONS

(1) "Bureaucracy means the civil servants, the administrative functionaries who are professionally trained for the public service and who enjoy permanency of tenure, promotion within service-partly by seniority and partly by merit." -Garner

(2) "In its broad larger sense the term Civil Service is used to describe any personnel system where the employees are classified in a system of administration composed of a hierarchy, sections, divisions, bureaus, departments and the like." -Willoughby

(3) "Civil Service/Bureaucracy is a professional body of officials permanent, paid and skilled." -Finer

BUREAUCRACY: MAIN FEATURES

1. Permanent Character: The civil servants hold permanent jobs in government departments. They mostly join their services during their youths and continue to work as government servants till the age of retirement which is usually 58 to 60 years.

2. Hierarchical Organisation: Bureaucracy is hierarchically organised in several levels. Each official is placed at a particular level of hierarchy and he enjoys the privileges and powers which are available to his co-level officials. He is under his immediate higher level officials and is above his immediately lower level officials. The principle of rule of the higher over the lower governs the inter-relations between various levels of bureaucracy.

3. Non-partisan Character: The members of the Bureaucracy are not directly involved in politics. They cannot join political parties and participate in political movements. They are not affected by the political changes which keep on coming in the political executive. Whichever party may come to power and make the government, the civil servants remain politically neutral and carry out their assigned departmental roles impartially and faithfully.

4. Professional, Trained and Expert Class: The Bureaucracy constitutes the educated and professionally trained class of persons which helps the political executive in carrying out its functions. The members of civil service are recruited through competitive examinations for appearing in which they have to possess some minimum educational qualifications. Before their appointments, they get special trainings. During the course of their service they attend orientation and refresher courses. They have the knowledge, training and expertise necessary for carrying out their administrative work.

5. Fixed Salaries: Each member of the Bureaucracy receives a fixed salary. Right at the time of appointment he is allotted a scale of pay, which depends upon the nature and level of his job-responsibility. All the civil servants belonging to a particular class of administrative hierarchy are placed in one scale of pay. Each job also entitles them to some allowances.

6. Bound by Rules and Regulations: The Bureaucracy always works in accordance with 'rules and regulations'. 'Strict obedience to rules', 'Through Proper Channel', 'Decision-making after satisfying the rules', are the principles which always guide, direct and regulate the working of bureaucracy. Each official works only within the sphere prescribed for him by the rules of his department.

7. Class Consciousness: The Civil Servants are highly class conscious. They jealously work to protect and promote the interests of their class of civil servants. They are called the white-collar class because of their faith in their 'superior status' as government officials.

8. Public Service Spirit as the Ideal: Modern Bureaucracy identifies itself with public service spirit. It always tries to project itself as the civil servants devoted to the promotion of public welfare through the satisfaction of public needs. They are expected to behave as 'officers' responsible for public welfare, with service as their motto.

9. Bound by a Code of Conduct: The civil servants have to follow a code of conduct. They have to act in a disciplined way. Their rights, duties and privileges stand clearly defined. The procedure of work is definite and settled. They can be punished for misbehavior, incompetence or negligence or for a violation of their conduct rules. In short, Bureaucracy is characterised by political neutrality, professional competence, permanent/ stable tenure, fixed salaries and strict obedience to rules.

ROLE OF BUREAUCRACY: FUNCTIONS

Bureaucracy or Civil Service plays a key role in running the Public Administration by performing the following functions:

1. Implementation of Governmental Policies and Laws: It is the responsibility of the bureaucracy to carry out and implement the policies of the government. Good policies and laws can really serve their objectives only when these are efficiently implemented by the civil servants.

2. Role in Policy-Formulation: Policy-making is the function of the political executive. However, the Bureaucracy plays an active role in this exercise. Civil Servants supply the data needed by the political executive for formulating the policies. In fact, Civil servants formulate several alternative policies and describe the merits and demerits of each. The Political Executive then selects and adopts one such policy alternative as the governmental policy.

3. Running of Administration: To run the day to day administration in accordance with the policies, laws, rules, regulations and decisions of the government is also the key responsibility of the Bureaucracy. The political executive simply exercises guiding, controlling and supervising functions.

4. Advisory Function: One of the important functions of the Bureaucracy is to advise the political executive. The ministers receive all the information and advice regarding the functioning of their respective departments from the civil servants. As amateurs, the ministers have little knowledge about the functions of their departments. They, therefore, depend upon the advice of bureaucracy. As qualified, experienced and expert civil servants working in all government departments, they provide expert and professional advice and information to the ministers.

5. Role in Legislative Work: The civil servants play an important but indirect role in law-making. They draft the bills which the ministers submit to the legislature for law-making. The ministers provide all the information asked for by the legislature by taking the help of the civil servants.

6. Semi-judicial Work: The emergence of the system of administrative justice, under which several types of the cases and disputes are decided by the executive, has further been a source of increased semi-judicial work of the bureaucracy. The disputes involving the grant of permits, licences, tax concessions, quotas etc. are now settled by the civil servants.

7. Collection of Taxes and Disbursement of Financial Benefits: The civil servants play a vitally important role in financial administration. They advise the political executive in respect of all financial planning, tax-structure, tax-administration and the like. They collect taxes and settle disputes involving recovery of taxes. They play a vital role in preparing the budget and taxation proposals. They carry out the

function of granting of legally sanctioned financial benefits, tax reliefs, subsidies and other concessions to the people.

8. Record-Keeping: The Civil Service has the sole responsibility of keeping systematically all government records. They collect, classify and analyse all data pertaining to all activities of the government. They collect and maintain vital socio-economic statistics which are used for the formulation of Public policies and plans.

9. Role in Public Relations: The era of modern welfare state and democratic politics has made it essential for the government to keep close relations with the people of the state. The need for maintaining active and full public relations is a vital necessity of every state. The civil servants play an active role in this sphere.

They are the main agents who establish direct contacts with the people. They serve as a two way link. On the one hand, they communicate all government decisions to the people, and on the other hand, they communicate to the government the needs, interests and views of the people. Thus, Bureaucracy plays a vigorously active and highly important role in the working of the government.

CONTROL OVER BUREAUCRACY

The rise of modern welfare state and increase in its functions has been a source of big increase in the powers and role of Bureaucracy. It has, therefore, given rise to an additional need for exercising control over bureaucracy. An effective control system has become essential both for preventing the civil servants from abusing their powers as well as for ensuring their active and positive role. In fact, every state maintains a system of internal and external control over Bureaucracy.

(A) Internal Control:

It means control applied from within the organisation i.e. by the administrative machinery. The administrative organisation is hierarchical and is divided into wings, divisions, branches and sections. There are present some internal controls in its every section. The tools of control are budgeting, accounting, auditing, reports, inspections, efficiency surveys, personnel control, code of conduct, and discipline and leadership control. In particular, regular internal inspections, auditing of accounts and evaluation of the performance of each civil servant act as main means of internal control over Bureaucracy. Internal control is necessary for keeping the bureaucracy efficient and productive of desired results.

(B) External Control:

External control is that which flows from outside agencies. These agencies are the people, the legislature, the executive and the judiciary.

WHAT IS MAX WEBER BUREAUCRACY THEORY?

At the end of the 19th century, it was German sociologist and author of The Protestant Ethic and the Spirit of Capitalism (1905), Max Weber who was the first to use and describe the term bureaucracy. This is also known as the bureaucratic theory of management, bureaucratic management theory or the Max Weber theory. He believed bureaucracy was the most efficient way to set up an organisation, administration and organizations. Max Weber believed that Bureaucracy was a better than traditional structures. In a bureaucratic organisation, everyone is treated equal and the division of labour is clearly described for each employee.

BUREAUCRACY DEFINITION: WHAT IS BUREAUCRACY?

Bureaucracy definition: "Bureaucracy is an organizational structure that is characterized by many rules, standardized processes, procedures and requirements, number of desks, meticulous division of labour

and responsibility, clear hierarchies and professional, almost impersonal interactions between employees". According to the bureaucratic theory of Max Weber, such a structure was indispensable in large organizations in structurally performing all tasks by a great number of employees. In addition, in a bureaucratic organisation, selection and promotion only occur on the basis of technical qualifications.

LEGAL RESPONSIBILITY

According to the bureaucratic theory of Max Weber, three types of power can be found in organizations; traditional power, charismatic power and legal power. He refers in his bureaucratic theory to the latter as a bureaucracy. All aspects of a democracy are organized on the basis of rules and laws, making the principle of established jurisdiction prevail.

The following three elements support bureaucratic management:

All regular activities within a bureaucracy can be regarded as official duties;

Management has the authority to impose rules;

Rules can easily be respected on the basis of established methods.

WHAT IS A BUREAUCRATIC ORGANIZATION?

According to the bureaucratic theory of Max Weber, bureaucracy is the basis for the systematic formation of any organisation and is designed to ensure efficiency and economic effectiveness. It is an ideal model for management and its administration to bring an organization's power structure into focus. With these observations, he lays down the basic principles of bureaucracy and emphasizes the division of labour, hierarchy, rules and impersonal relationship.

MAX WEBER'S SIX CHARACTERISTICS OF THE BUREAUCRATIC THEORY

Below is a more detailed explanation of the bureaucratic management principles.

The 6 bureaucracy characteristics are:

Task specialisation (Specialization and Division of Labor)

Hierarchical layers of authority

Formal selection

Rules and requirements

Impersonal (Impersonality and Personal Indifference)

Career orientation

1. TASK SPECIALISATION

Tasks are divided into simple, routine categories on the basis of competencies and functional specializations. Every employee is responsible for what he/she does best and knows exactly what is expected of him/her. By dividing work on the basis of specialisation, the organisation directly benefits. Each department has specific powers. As a result, there is a delineation of tasks and managers can approach their employees more easily when they do not stick to their tasks. Every employee knows exactly what is expected of him/ her and what his/ her powers are within the organisation. Every employee has a specific place within the organisation and is expected to solely focus on his/ her area of expertise. Going beyond your responsibilities and taking on tasks of colleagues is not permitted within a bureaucracy.

2. HIERARCHICAL LAYERS OF AUTHORITY

Managers are organized into hierarchical layers, where each layer of management is responsible for its staff and overall performance. In bureaucratic organizational structures, there are many hierarchical positions. This is essentially the trademark and foundation of a bureaucracy. The hierarchy of authority is a system in which different positions are related in order of precedence and in which the highest rank on the ladder has the greatest power. The bottom layers of bureaucratic organizational structures are always subject to supervision and control of higher layers. This hierarchy reflects lines of bureaucratic

communication and the degree of delegation and clearly lays out how powers and responsibilities are divided.

3. FORMAL SELECTION

All employees are selected on the basis of technical skills and competences, which have been acquired through training, education and experience. One of the basic principles is that employees are paid for their services and that level of their salary is dependent on their position. Their contract terms are determined by organizational rules and requirements and the employee has no ownership interest in the company.

4. RULES AND REQUIREMENTS

Formal rules and requirements are required to ensure uniformity, so that employees know exactly what is expected of them. In this sense, the rules and requirements can be considered predictable. All administrative processes are defined in the official rules. By enforcing strict rules, the organisation can more easily achieve uniformity and all employee efforts can be better coordinated. The rules and requirements are more or less stable and always formalized in so-called official reports. Should new rules and requirements be introduced, then senior management or directors are responsible for this.

5. IMPERSONAL

Regulations and clear requirements create distant and impersonal relationships between employees, with the additional advantage of preventing nepotism or involvement from outsiders or politics. These impersonal relationships are a prominent feature of bureaucracies. Interpersonal relationships are solely characterized by a system of public law and rules and requirements. Official views are free from any personal involvement, emotions and feelings. Decisions are solely made on the basis of rational factors, rather than personal factors.

6. CAREER ORIENTATION

Employees of a bureaucratic organisation are selected on the basis of their expertise. This helps in the deployment of the right people in the right positions and thereby optimally utilizing human capital. In a bureaucracy, it is possible to build a career on the basis of experience and expertise. As a result, it offers lifetime employment. The right division of labour within a bureaucratic organisation also allows employees to specialize themselves further, so that they may become experts in their own field and significantly improve their performance.

ADVANTAGES AND DISADVANTAGES OF THE BUREAUCRATIC THEORY

ADVANTAGES

Generally speaking, the term bureaucracy has a negative connotation and is often linked to government agencies and large organisations. Nevertheless, the great benefit of a bureaucracy is that large organisations with many hierarchical layers can become structured and work effectively. It is precisely the established rules and procedures that allows for high efficiency and consistent execution of work by all employees. All this makes it easier for management to maintain control and make adjustments when necessary. Bureaucracy is especially inevitable in organisations where legislation plays an important role in delivering a consistent output.

DISADVANTAGES

Bureaucracy is characterized by a large amount of red tape, paperwork, many desks, certain office culture and slow bureaucratic communication due to its many hierarchical layers. This is the system's biggest disadvantage of a bureaucratic organization. It is also unfortunate that employees remain fairly distanced from each other and the organisation, making them less loyal. Bureaucracy is also extremely dependent on regulatory and policy compliance. This restricts employees to come up with innovative

ideas, making them feel like just a number instead of an individual. Later research (the human relations theory) demonstrated that employees appreciate attention and want to have a voice in decision making.

PROBLEMS

Because employees of an bureaucratic organization have no opportunity to voice their opinion or influence decision making, a bureaucracy may demotivate employees in the long run. Moreover, over the course of time, employees may start to get annoyed at the various rules and requirements, with the risk that they may start boycotting and/ or abusing these rules and standing up to the established order. It is therefore very important that bureaucratic organisations properly inform employees well in advance about their approach to work and requires them to accept this. Only employees who agree to this approach are suitable to work within a bureaucratic organisation.

It's Your Turn

What do you think? Is the bureaucratic theory of Max Weber still applicable in today's modern organizations? Do these management principles and business ethics work in every organisation or are there exceptions? And if so, what are the exceptions and what can we learn from them.

CIVIL SERVICES OF INDIA

"Indian Civil Services" redirects here. Indian Civil Services may also refer to Indian Civil Service, the Indian civil services during the British Raj.

The Civil Services refer to the career bureaucrats who are the permanent executive branch of the Republic of India. The civil service system is the backbone of the administrative machinery of the country. In India's parliamentary democracy, The ultimate responsibility for running the administration rests with the people's elected representatives—cabinet ministers. But a handful of ministers cannot be expected to deal personally with the manifold problems of modern administration. Thus the ministers lay down the policy and it is for the civil servants, who serve at the pleasure of the President of India, to carry it out. However, Article 311 of the constitution protects them from politically motivated or vindictive action. Civil servants are employees of the Government of India or of the states, but not all employees of the Government are civil servants. As of 2010, there were 6.4 million government employees in India but fewer than 50,000 civil servants to administer them. Civil servants in a personal capacity are paid from the Civil List. Senior civil servants may be called to account by Parliament. The civil service system in India is rank-based and does not follow the tenets of the position-based civil services.

CIVIL SERVICE

Civil Service in early India and British Raj

From 1858, after the demise of the East India Company's rule in India, the British civil service took on its administrative responsibilities. The change in governance came about due to the Indian Rebellion of 1857, which came close to toppling British rule in the country.

Up to 1853, the Directors of the British East India Company made appointments of covenanted civil servants by nominations. This nomination system was abolished in 1861 by the Parliament in England and it was decided that the induction would be through competitive examinations of all British subjects, without distinction of race. The examination for admission to the service was first held only in London in the month of August of each year.[b] All candidate also had to pass a compulsory horse riding test .An appointment to the civil service of the Company will not be a matter of favor but a matter of right. He who obtains such an appointment will owe it solely to his own abilities and industry. It is undoubtedly desirable that the civil servants of the Company should have received the best, the most finished

education that the native country affords (the Report insisted that the civil servants of the Company should have taken the first degree in arts at Oxford or Cambridge Universities). ”

MACAULAY COMMITTEE REPORT

The competitive examination for entry to the civil service was combined for the Diplomatic, the Home, the Indian, and the Colonial Services. Candidates had to be aged between 21 and 24, which gave everyone three chances for entry. The total marks possible in the examination were 1,900.[citation needed] Successful candidates underwent one or two years probation in England, according to whether they had taken the London or the Indian examination. This period was spent at the University of Oxford (Indian Institute), the University of Cambridge, colleges in the University of London (including School of Oriental Studies) or Trinity College, Dublin, where a candidate studied the law and institutions of India, including criminal law and the Law of Evidence, which together gave knowledge of the revenue system, as well as reading Indian history and learning the language of the province to which they had been assigned. The Early Nationalists, also known as the Moderates, worked for several implementation of various social reforms such as the appointment of a Public Service Commission and a resolution of the House of Commons (1893) allowing for simultaneous examination for the Indian Civil Service in London and India.

By 1920, there were five methods of entry into the higher civil service: firstly, the open competitive examinations in London; secondly, separate competitive examinations in India; thirdly, nomination in India to satisfy provincial and communal representation; fourthly, promotion from the Provincial Civil Service and lastly, appointments from the bar (one-fourth of the posts in the ICS were to be filled from the bar).

Queen Victoria had suggested that the civil servants in India should have an official dress uniform, as did their counterparts in the Colonial Service. However, the Council of India decided that prescribing a dress uniform would be an undue expense for their officials. Although no uniform was prescribed for the Indian Civil Service until the early twentieth century. The only civilians allowed a dress uniform by regulations were those who had distinct duties of a political kind to perform, and who are thereby brought into frequent and direct personal intercourse with native princes. This uniform included a blue coat with gold embroidery, a black velvet lining, collar and cuffs, blue cloth trousers with gold and lace two inches wide, a beaver cocked hat with black silk cockade and ostrich feathers, and a sword.

NATURE AND ROLE

AITCHISON COMMISSION

The civil services were divided into two categories – covenanted and uncovenanted. The covenanted civil service consisted of only white British civil servants occupying the higher posts in the government. The uncovenanted civil service was solely introduced to facilitate the entry of Indians at the lower rung of the administration.

SALARY AND POSTS

After the Indian Rebellion of 1857, the pay scales were drawn up. Assistant Commissioners started out in their early twenties on around £300 a year. The governorship of a British province was the highest post an ICS officer could aspire for. The Governors at the top of the pyramid got £6,000 and allowances. All ICS officers retired on the same pension £1,000. In the first decades of the twentieth century, the imbalance in salaries and emoluments was so great that 8,000 British officers earned £13,930,554, while 130,000 Indians in government service were collectively paid a total of £3,284,163.

They served a minimum of twenty five and a maximum of thirty five years service.

ICS officers served as political officers in the Indian Political Department and also were given fifty percent judgeship in the state high court and rest were generally elevated from the high court bar. The tenure of ICS officers serving as judges of the high court and Supreme Court was determined by the retirement age fixed for judges.

Ranks/Posts of the Indian (Imperial) Civil Service[c][d]

Central Government

Secretary to Government of India

Joint Secretary to Government of India

Deputy Secretary

Additional Deputy Secretary

Under Secretary

Assistant Secretary to Government of India

Courts

Judge of State High Court

District Judge

State Government

Chief Secretary (British Empire)

Secretary to State Government

Divisional Commissioner

Deputy Commissioner / District Collector

Changes after 1912

If a responsible government is to be established in India, there will be a far greater need than is even dreamt of at present for persons to take part in public affairs in the legislative assemblies and elsewhere and for this reason the more Indians we can employ in the public service the better. Moreover, it would lessen the burden of Imperial responsibilities if a body of capable Indian administrators could be produced.. ”

REGARDING THE IMPORTANCE OF INDIANISING CIVIL SERVICES, MONTAGU–CHELMSFORD REFORMS

With the passing of the Government of India Act 1909, the Imperial Services headed by the Secretary of State for India, were split into two – All India Services and Central Services. Prior to the First World War, 95% of ICS officers were Europeans; after the war, the British government faced growing difficulties in recruiting British candidates to the service. Fewer and fewer young men in Britain were interested in joining, mainly due to the decreased levels of compensation to be had compared to other careers. Confronted with numerous vacancies, the government resorted to direct appointments; between 1915 and 1924, 80% of new British ICS candidates entered the service in this way. During the same period, 44% of new appointments to the ICS were filled by Indians.

In 1922, Indian candidates were permitted to sit the ICS examinations in Delhi; in 1924, the Lee Commission, chaired by Arthur Lee, 1st Viscount Lee of Fareham (which eventually led to the foundation of the Federal Public Service Commission and Provincial Public Service Commission under the Government of India Act 1935) made several recommendations: ICS officers should receive increased and more comprehensive levels of compensation, future batches of ICS officers should be composed of 40% Europeans and 40% Indians, with the remaining 20% of appointments to be filled by direct promotion of Indians from the Provincial Civil Services (PCS) and the examinations in Delhi and London were to produce an equal number of ICS probationers. In addition, under-representation of candidates from Indian minority groups (Muslims, Burmese and so on) would be corrected by direct appointments of qualified candidates from those groups, while British candidates would continue to

have priority over Indians for ICS appointments. While initially successful, the expansion of the Indian independence movement from the late 1920s resulted in a hardening of Indian attitudes against European officers, and furthered distrust of Indian ICS appointments amongst Indians. This resulted in a declining recruitment base in terms of quality and quantity. The All India and class 1 Central Services were designated as Central Superior Services as early as 1924. From 1924 to 1934, Administration in India consisted of "ten"[23] All India Services and five central departments, all under the control of Secretary of State for India, and 3 central departments under joint Provincial and Imperial Control.

FROM THE 1935 GOVERNMENT OF INDIA ACT TO INDEPENDENCE

The finances of India under British rule depended largely on land taxes, and these became problematic in the 1930s. Epstein argues that after 1919 it became harder and harder to collect the land revenue. The suppression of civil disobedience by the British after 1934 temporarily increased the power of the revenue agents, but after 1937 they were forced by the new Congress-controlled provincial governments to hand back confiscated land. The outbreak of the Second World War strengthened them again, but in the face of the Quit India movement the revenue collectors had to rely on military force, and by 1946–47 direct British control was rapidly disappearing in much of the countryside. The outbreak of war in 1939 had immediate consequences for recruitment to the ICS. The examinations in London were suspended after that year's batch (12 British and eight Indian examinees) had qualified. In 1940 and 1941, 12 and four British candidates, respectively, were nominated to the ICS; the following year, the final London-nominated ICS candidates, both of whom were Indian, entered the service. Examinations continued to be held in Delhi for Indian candidates until 1943, when the last seven ICS officers (seven examinees, two nominated) joined. By this time, the British government felt it could no longer rely unambiguously on the complete loyalty of its Indian officers. During the period of the Interim Government of India (1946-1947), a few British candidates were given emergency appointments in the ICS, though ultimately none of them ever served in India.

INDEPENDENCE OF INDIA

At the time of the partition of India and departure of the British, in 1947, the Indian Civil Service was divided between the new Dominions of India and Pakistan. The part which went to India was named the Indian Administrative Service (IAS), while the part that went to Pakistan was named the "Civil Service of Pakistan" (CSP). In 1947, there were 980 ICS officers. 468 were Europeans, 352 Hindus, 101 Muslims, two depressed classes/Scheduled Castes, five domiciled Europeans and Anglo-Indians, 25 Indian Christians, 13 Parsis, 10 Sikhs and four other communities. Most European officers left India at Partition, while many Hindus and Muslims went to India and Pakistan respectively. This sudden loss of officer cadre caused major challenges in administering the nascent states. Despite offers from the new Indian and Pakistani governments, virtually all of the European former ICS officers left following partition, with the majority of those who did not opt for retirement continuing their careers either in the British Home Civil Service or in another British colonial civil service. A few British ex-ICS officers stayed on over the ensuing quarter-century, notably those who had selected the "judicial side" of the ICS. The last British former ICS officer from the "judicial side" still serving in the subcontinent, Justice Donald Falshaw (ICS 1928), retired as Chief Justice of the Punjab High Court (now the Punjab and Haryana High Court) in May 1966, receiving a knighthood in the British 1967 New Year Honors upon his return to England. J P L Gwynn (ICS 1939), the last former ICS officer holding British nationality and the last to serve in an executive capacity under the Indian government, ended his Indian service in 1968 as Second Member of the Board of Revenue, but continued to serve in the British Home Civil Service until his final retirement in 1976.

Justice William Broome (ICS 1932), a district and sessions judge at the time of Independence in 1947, remained in Indian government service as a judge. Having married an Indian, Swarup Kumari Gaur, in

1937, with whom he raised a family, he eventually renounced his British citizenship in 1958 and became an Indian citizen with the personal intervention of Prime Minister Jawaharlal Nehru, himself a former barrister who regarded Broome as a distinguished jurist and as "much as Indian as anybody can be who is not born in India." Upon his retirement on 18 March 1972 from the Allahabad High Court as its seniormost puisne judge, Broome was the last former ICS officer of European origin serving in India.

Nirmal Kumar Mukarji (ICS 1943), a member of the final batch recruited to the ICS and who retired as Cabinet Secretary in April 1980, was the last Indian administrative officer who had originally joined as an ICS.[18] The last former ICS officer to retire, Aftab Ghulam Nabi Kazi (also a member of the final ICS batch of 1943),[30] retired as Chairman of the Pakistan Board of Investment in 1994. V. K. Rao (born 1914; ICS 1937), the last living ICS officer to have joined the service in a regular pre-war intake, died in 2018. He was a retired Chief Secretary of Andhra Pradesh and was the oldest former ICS officer on record at the time of his death. As of 2020, only one ICS officer remains alive- V.M.M. Nair (ICS 1942), who transferred to the Indian Political Service in 1946 and then to the Indian Foreign Service after Independence.

SUPPORT AND CRITICISM

If you take that steel frame out of the fabric, it would collapse. There is one institution we will not cripple, there is one institution we will not deprive of its functions or of its privileges; and that is the institution which built up the British Raj – the British Civil Service of India. ”

David Lloyd George, then Prime Minister of United Kingdom on the Imperial Civil Service.

Dewey has commented that "in their heyday they [Indian Civil Service officers] were mostly run by Englishmen with a few notable sons of Hindus and even a fewer Muslims were the most powerful officials in the Empire, if not the world. A tiny cadre, a little over a thousand strong, ruled more than 300 million Indians. Each Civilian had an average 300,000 subjects, and each Civilian penetrated every corner of his subjects' lives, because the Indian Civil Service directed all the activities of the Anglo-Indian state." The ICS had responsibility for maintaining law and order, and often were at loggerheads with the freedom fighters during the Independence movement. Jawaharlal Nehru often ridiculed the ICS for its support of British policies. He noted that someone had once defined the Indian Civil Service, "with which we are unfortunately still afflicted in this country, as neither Indian, nor civil, nor a service".

As Prime Minister, Nehru retained the organisation and its top people, albeit with a change of title to the "Indian Administrative Service". It continued its main roles. Nehru appointed long-time ICS officials Chintaman Deshmukh as his Finance Minister, and K. P. S. Menon as his Foreign Minister. Sardar Patel appreciated their role in keeping India united after Partition, and noted in Parliament that without them, the country would have collapsed.

CONSTITUTIONAL PROVISION FOR ALL INDIA SERVICES

The constitution under Article 312 gives authority to the Rajya Sabha (the upper house of Parliament) to set up new branches of the All India Services with a two-thirds majority vote. The Indian Administrative Service, Indian Police Service, and Indian Forest Service have been established under this constitutional provision.

POWER, PURPOSE, AND RESPONSIBILITIES

An Indian diplomatic passport (left) and an official passport generally issued to civil servants. As opposed to the deep blue passport issued to ordinary Indian citizens, the diplomatic passport is maroon with the gold text 'Diplomatic Passport' printed on it in English and Hindi. The responsibility of the civil services is to run the administration of India. The country is managed through a number of central government agencies in accordance with policy directions from the ministries. Among the members of the civil

services are administrators in the central government and state government; emissaries in the foreign missions/embassies; tax collectors and revenue commissioners; civil service commissioned police officers; permanent representative(s) and employees in the United Nations and its agencies; and chairmen, managing directors, and full-time functional directors and members of the board of various public-sector undertakings, enterprises, corporations, banks, and financial institutions. Civil servants are employed to various agencies of India and can also be appointed as advisors, special duty officers, or private secretaries to ministers of the Union and the State Government. All appointments in the rank of Joint Secretary to Government of India and above, other major appointments, empanelment, and extension of tenure are done by the Appointments Committee of the Cabinet. Lower appointments are handled by the Civil Services Board. Civil servants are the actual makers of Indian law and policy. They work on behalf of the elected government and cannot publicly show their disinterest or disapproval for it. It is mandatory for them to form certain rules and policies according to the government's views and interests. However, they cannot be removed by any state or central government, but can only be retired.

GOVERNANCE

Head of the Civil Services

Cabinet Secretary of India

The highest ranking civil servant is the Cabinet Secretary. He is ex-officio Chairman of the Civil Services Board; the chief of the Indian Administrative Service and head of all civil services under the rules of business of the Government of India. He also holds the 11th position in the Order of Precedence of India. The position holder is accountable for ensuring that the Civil Service is equipped with the skills and capability to meet the everyday challenges it faces and that civil servants work in a fair and decent environment.

VALUES AND CODES

VALUES

A member of the civil service in discharge of his/her functions is to be guided by maintaining absolute integrity, allegiance to the constitution and the law of the nation, patriotism, national pride, devotion to duty, honesty, impartiality and transparency.

CODES

The Government of India promotes values and a certain standard of ethics of requiring and facilitating every civil servant:

To discharge official duty with responsibility, honesty, accountability and without discrimination.

To ensure effective management, leadership development and personal growth.

To avoid misuse of official position or information.

To serve as instruments of good governance and foster social economic development.

CONSTRUCTION

The Higher Civil Services of India can be classified into two types - the All India Services and the Central Civil Services (Group A). The recruits are university graduates (or above) selected through a rigorous system of examinations: Civil Services Examination, Engineering Services Examination, Combined Geo-Scientist and Geologist Examination, I.E.S./I.S.S. Examination, Combined Medical Services Examination, Central Armed Police Forces of Union Public Service Commission (UPSC) for Group A posts.

ALL INDIA SERVICES

All appointments to All India Civil Services are made by the President of India.

Indian Administrative Service (IAS)

Indian Forest Service (If's)

Indian Police Service (IPS)

Central Services (Group A)

The Central Civil Services (Group A) are concerned with the administration of the Union Government. All appointments to Central Civil Services (Group A) are made by the President of India.

Archaeological Service, Group 'A'

Border Roads Engineering Services

Botanical Survey of India, Group 'A'

Central Architects Service, Group 'A'

Central Engineering (Civil) Group 'A'

Central Engineering (Electrical and Mechanical) Group 'A'

Central Health Service, Group 'A'

Central Revenues Chemical Service, Group 'A'

Central Secretariat Service-

(a) Selection Grade (b) Grade I.

General Central Service, Group 'A'

Geological Survey of India, Group 'A'

Indian Audit and Accounts Service, Group 'A'

Indian Corporate Law Service

Indian Defence Accounts Service

Indian Foreign Service, Group 'A'

Indian Engineering Services

Indian Meteorological Service, Group 'A'

Indian Postal Service, Group 'A'

Indian Naval Material Management Service

Indian Posts and Telegraphs Traffic Service, Group 'A'

Indian Revenue Service -

(a) Customs Branch (Indian Customs Service, Group 'A') (b) Central Excise Branch (Central Excise Service, Group 'A') (c) Income Tax Branch (Income Tax Service, Group 'A')

Indian Trade Service, Group 'A'

Indian Salt Service, Group 'A'

Mercantile Marine Training Ship Service, Group 'A'

Directorate General of Mines Safety, Group 'A'

Overseas Communications Service, Group 'A'

Survey of India, Group 'A'

Indian Telecommunication Service, Group 'A'

Zoological Survey of India, Group 'A'

Indian Ordnance Factories Service (IOFS)

Indian Ordnance Factories Health Service (IOFHS)

Indian Frontier Administrative Service, Group 'A'

(a) Railways, Group 'A'

Indian Railway Accounts Service

Indian Railway Personnel Service

Indian Railway Service of Engineers

Indian Railway Service of Mechanical Engineers

Indian Railway Service of Electrical Engineers

Indian Railway Service of Signal Engineers
Indian Railway Stores Service
Indian Railway Traffic Service
Indian Railway Medical Service
Railway Protection Force
(a) Grade I (b) Grade II

Central Legal Service (Grades I, II, III and IV)
Railway Inspectorate Service, Group 'A'
Indian Foreign Service, Branch (B) (erstwhile)-
(a) General Cadre, Grade I (b) General Cadre, Grade II

Delhi and Andaman and Nicobar Islands Civil Service, Grade I.
Delhi and Andaman and Nicobar Islands Police Service, Grade I.
Indian Inspection Service, Group 'A'
Indian Supply Service, Group 'A'
Central Information Service-
(a) Selection Grade (b) Senior Administrative Grade (c) Junior Administrative Grade (d) Grade I (e) Grade II

Indian Statistical Service
Indian Economic Service
Telegraph Traffic Service, Group 'A'
Central Water Engineering Service, Group 'A'
Central Power Engineering Service, Group 'A'
Indian Civil Accounts Service
Labour Officers of the Central Pool, Group 'A'
Central Engineering Service (Roads), Group 'A'
Indian Posts and Telegraphs Accounts and Finance Service, Group 'A'
Indian Broadcasting (Engineers) Service
Armed Forces Headquarters Civil Services (Group 'A')
Central Secretariat Official Language Service (Group 'A')
CENTRAL SERVICES (GROUP B)
For Group B posts, the Combined Graduate Level Examination (CGLE) is conducted by the Staff Selection Commission (SSC).[a]All appointments to Group B are made by the authorities specified by a general or special order of the President.

Armed Forces Headquarters Civil Services
Botanical Survey of India, Group 'B'
Central Electrical Engineering Service, Group 'B'
Central Engineering Service, Group 'B'
Central Excise Service, Group 'B'
Central Health Service, Group 'B'
Central Power Engineering Service, Group 'B'
Central Secretariat Official Language Service, Group 'B'
Central Secretariat Service, Group 'B' (Section and Assistant Section Grade officers only)
Central Secretariat Stenographers' Service, (Grade I, Grade II and Selection Grade officers only)
Customs Appraisers Service, Group 'B' - (Principal Appraisers and Head Appraisers)

Customs Preventive Service, Group 'B' – (Chief Inspectors)
Defence Secretariat Service
DANICS, Grade II
DANIPS, Grade II
Geological Survey of India, Group 'B'
Indian Foreign Service, Group 'B' - (General Cadre, Grade I and General Cadre, Grade II only)
Indian Posts and Telegraphs Accounts and Finance Service, Group 'B' Telecommunication Wing.
Indian Posts & Telegraphs Accounts & Finance Service, Postal Wing, Group 'B'
Income Tax Service, Group 'B'
Indian Salt Service, Group 'B'
India Meteorological Service, Group 'B'
Survey of India, Group 'B'
Postal Superintendents' Service, Group 'B'
Postmasters' Service, Group 'B'
Railway Board Secretariat Service, Group 'B'
Telecommunication Engineering Service, Group 'B'
Telegraphs Traffic Service, Group 'B'
Zoological Survey of India, Group 'B'
State Services (Group A)

The State Civil Services examinations and recruitment are conducted by the individual states public service commissions in India. These services are feeder services of All India Services. All appointments to State Services (Group A) are made by the Governors of States. All State Judicial Services are completely group A service & as par with All India Services i.e., IAS. Their appointment made by Governor of respective states after the consultation / approval of the respective states High Courts.

Higher Judicial Service (HJS)

Provincial Civil Service-Judicial Branch (PCS-J)

All State Civil and Administrative Services in India above the rank of Deputy Collector are group A service. The officers of following services are later promoted to IAS.

Andhra Pradesh State Civil Service (Executive Branch)
Arunachal Pradesh Civil Service-Executive Branch (APCS)
Assam Civil Service (ACS)
Bihar Administrative Service (BAS)
Goa Civil Service (GCS)
State Administrative Service (SAS)
State Civil Service (SCS)
Gujarat Administrative Service (GAS)
Haryana Civil Service (HCS)
Himachal Pradesh Administrative Service (HPAS)
Jharkhand Administrative Service (JAS)
Kashmir Administrative Service (KAS)
Karnataka Administrative Service (KAS)
Kerala Administrative Service (KAS)
Manipur Civil Service (MCS)
Mizoram Civil Service (MCS)
Meghalaya Civil Service (MCS)
Nagaland Civil Service (NCS)

Odisha Administrative Service (OAS)
Provincial Civil Service (Uttar Pradesh)
Punjab Civil Service (PCS)
Rajasthan Administrative Service (RAS)
Sikkim Civil Service (SCS)
Telangana Civil Service-Executive Branch (TCS)
Tamil Nadu Civil Service (TNCS)
West Bengal Civil Service (WBCS)

All State Police Services above the rank of Deputy SP are group A service. The officers of following services are later promoted to IPS.

Andhra Pradesh State Police Service (APPS)
Arunachal Pradesh Police Service (APPS)
Assam Police Service (APS)
Bihar Police Service (BPS)
Goa Police Service (GPS)
State Police Service (SPS)
State Police Service (SPS)
Gujarat Police Service (GPS)
Haryana Police Service (HPS)
Himachal Pradesh Police Service (HPPS)
Jharkhand Police Service (JPS)
Kashmir Police Service (KPS)
Karnataka State Police Service (KSPS)
Kerala Police Service (KPS)
Manipur Police Service (MPS)
Mizoram Police Service (MPS)
Meghalaya Police Service (MPS)
Nagaland Police Service (NPS)
Odisha Police Service (OPS)
Provincial Police Service (Uttar Pradesh) (PPS)
Punjab Police Service (PPS)
Rajasthan Police Service (RPS)
Sikkim Police Service (SPS)
Telangana Police Service (TPS)
Tamil Nadu Police Service (TNPS)
West Bengal Police Service (WBPS)
STATE SERVICES (GROUP B)

The state civil services (Group B) deal with subjects such as land revenue, agriculture, forests, education etc. The officers are recruited by different States through the respective State Public Service Commissions, and appointed by the Governor of that state.

S.D.O. of various departments
Assistant Registrar Cooperative Societies
Block Development Officer
District Employment Officer
District Food and Supplies Controller/Officer

District Treasury Officer
District Welfare Officer
Excise and Taxation Officer
Tehsildar/Talukadar/Assistant Collector
Forest Range Officer

Any other Class-I/Class-II service notified as per rules by the concerned State, i.e. officers, lecturers, assistants, associate professors, or principals of Government Degree Colleges, Class I

CONCERNS AND REFORMS

Civil service reform in developing countries and Babudom

The IAS is hamstrung by political interference, outdated personnel procedures, and a mixed record on policy implementation, and it is in need of urgent reform. The Indian government should reshape recruitment and promotion processes, improve performance-based assessment of individual officers, and adopt safeguards that promote accountability while protecting bureaucrats from political meddling. The Indian Administrative Service Meets Big Data, Carnegie Endowment for International Peace. As of 2011, in a duration of past three years over 450 charge sheets have been filed and a total of 943 cases are at different stages of investigation by CBI against civil servants. We estimate that if India were to pursue civil service reforms and reach the Asian average on government effectiveness, it could add 0.9 percentage points annually to per capita GDP... Institutional quality is a crucial driver of economic performance. ”

Goldman Sachs report

A study by the Hong Kong-based Political and Economic Risk Consultancy, released in 2012, ranked and rated Indian bureaucracy as the worst in Asia with a 9.21 rating out of 10. According to the study, India's inefficient and corrupt bureaucracy was responsible for most of the complaints that business executive have about the country. A paper prepared in 2012 by the Ministry of Personnel, Public Grievances and Pensions states that corruption is prevalent at all levels in civil services and it is institutionalized. The bureaucracy, a self-serving elite clique of babus which works in silos and does not serve the national interest, focuses more on the process rather than the positive outcome, with a resistance to change mindset and an attitude of "elected politicians will be replaced after 5 years but we will continue to hold power for next 35 years", has become corrupt and inefficient where there is some deterrence against the deliberate acts of corruption but there is no mechanism to punish the omission or deliberate inaptness. On 28 November 2011, the Department of Personnel and Training (DOPT) of the Ministry of Personnel, Public Grievances and Pensions created a proposal to retire and remove incompetent, inefficient and unproductive All India Service officers after 15 years of service, instead of tolerating them until their retirement. Former Cabinet Secretary TSR Subramanian welcomed this move with caution, saying, "Periodical weeding out is very good. But the process to determine who needs to be prematurely retired should be fair and transparent. There is a possibility that even good officers may be targeted because of political reasons,". Former UPSC chairman PC Hota echoed his sentiments remarking that, "We need drastic remedies. The situation has become terrible. The other day an officer in Delhi was arrested for disproportionate assets of Rs.31.5 million. She is just a 2000-batch IAS officer with 11 years of service. But at the same time, the officers' service records should be analyzed before a decision against him was taken". The proposal has been accepted and rule 16(3) of the All India Services (death-cum-retirement benefits) Rules of 1958 was amended on 31 January 2012.

In October 2013, the Supreme Court of India, in the case of TSR Subramanian & OR's vs Union of India & OR's ordered both Government of India and State governments to ensure fixed tenure to civil servants. The court asked senior bureaucrats to write down the oral instructions from politicians so that a record would be kept of all the decisions. This judgment was seen on the similar lines of the Supreme Court's

2006 judgment in Prakash Singh case on police reforms. The judgment was welcomed by various bureaucrats and the media who hoped that it will help in giving freedom and independence to the functioning of bureaucracy. "Much of the deterioration in the functioning of bureaucracy is due to political interference." Justice K. S. Radhakrishnan and Justice P. C. Ghose, Supreme Court of India

In 2016, the Ministry of Finance for the first time, dismissed 72 and prematurely retired another 33 Indian Revenue Service officers for non-performance and on disciplinary grounds. In 2016, it was reported that Government of India has decided to empower common man to seek prosecution of corrupt IAS officers. Ministry of Personnel, Public Grievances and Pensions (DOPT) has accepted to receive requests from private persons seeking sanction for prosecution in respect of IAS officers without any proper proposal and supporting documents. In 2019, Government of India dismissed 12 (IRS IT) and 15 (IRS Customs and Central Excise) officers for corruption and bribery charges. In 2019, Department of Personnel and Training in Ministry of Personnel, Public Grievances and Pensions listed 284 Central Secretariat Service officers for performance audit by review panel headed by Cabinet Secretary of India. From 2020-21, government will conduct common foundation course for all Group A services to counter the attitude of elite clique operating in silos.

CIVIL SERVICES DAY

The Civil Service Day is celebrated on 21 April every year. The purpose for this day is to rededicate and recommit themselves to the cause of the people. It is observed by all Civil Services. This day gives civil servants the opportunity for introspection and thinking about future strategies to deal with the challenges being posed by the changing times. On this occasion, all officers of Central and State Governments are honored for excellence in public administration by the Prime Minister of India. The 'Prime Minister Award for Excellence in Public Administration' is presented in three categories. Under this scheme of awards instituted in 2006, all the officers individually or as group or as organisation are eligible. The award includes a medal, scroll and a cash amount of ₹100,000 (US\$1,400). In case of a group, the total award money is ₹500,000 (US\$7,000) subject to a maximum of ₹100,000 (US\$1,400) per person. For an organisation the cash amount is limited to ₹500,000 (US\$7,000).

WOMEN'S REPRESENTATION IN INDIAN CIVIL SERVICES

In the Indian Civil Services, participation of women is abysmally low. Women lag behind not only in numbers but also in the nature of portfolios. Mostly women officers are posted in departments and ministries less important in nature. This holds true both at the union as well as state levels.

To make the picture clear, following are some of the statistics:-

Candidates selected by UPSC in 3 years: 2848, out of which men- 2173 & women- 675.

Secretaries working in Indian government: 88, out of which men- 77 & women- 11.

Officers above the rank of Joint Secretary: 700, out of which men- 566 & women- 134.

DGPs: 29, out of which men- 28 & women- 1.

Chief Secretaries across India: 32, out of which men- 31 & women- 1.

There are some factors peculiar to the civil services that make it harder for women to climb up the ladder. In the bureaucracy, attributes like self-promotion and the ability to form informal networks are very important. That's where efficient women lose out.

So reservation for women in the civil services to ensure that at least more efficient women enter the bureaucracy in the first place and government proactively ensuring that women get promoted can be the way forward.

RESERVATION

Age Relaxation: The date of birth, as mentioned in the Matriculation or Secondary School Leaving Certificate or in an equivalent Matriculation certificate recognized by any Indian University is considered valid. Candidates are required to submit these certificates at the time of applying for the UPSC Mains. The upper age limit is relaxable according to the category the candidate belongs to. Following is the age relaxation :

Up to 5 years if a candidate belongs to SC/ST

Up to 3 years if a candidate belongs to OBC category

Number of Attempts: Certain sector of the society is provided benefits in the number of attempts they can give.

Every candidate is provided six attempts to appear in the IAS Exam.

Candidates who belong to Scheduled Caste or Scheduled Tribe are provided with relaxation on the No. of attempts for IAS Exam.

Candidates who belong to Other Backward Classes (OBC) category are eligible to take nine attempts of IAS Exam.

IAS Eligibility:UPSC have defined the IAS Exam Eligibility to be meet accurately by the aspiring candidates.

Nationality: It is mandatory for the candidate to be a citizen of India if he/she is applying for Indian Administrative Service and the Indian Police Service. For all other services, it is required that the candidate must be a citizen of

Age Limit: A candidate must be at least 21 years old to be considered eligible for appearing in the IAS Exam or at most 32 years old to be considered eligible.

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