



MARG DARSHAN

तमसोमा ज्योतिर्गमया



Enriching Organisation Culture
through Values and Ethics



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Happy Reading !



केन्द्रीय सतर्कता आयोग
CENTRAL VIGILANCE COMMISSION



सतर्कता भवन, जी.पी.ओ. कॉम्प्लेक्स,
ब्लॉक-ए, आई.एन.ए., नई दिल्ली-110023
Satarkta Bhawan, G.P.O. Complex,
Block A, INA, New Delhi-110023

सं./No.....021/VGL/045.....

दिनांक / Dated.....01.09.2021.....

Circular No. 15/09/21

Sub: Observance of Vigilance Awareness week 2021.

1. In a move towards commemorating 75 years of India's Independence which falls on August 15, 2022. Central Vigilance Commission in carrying out its duty as the apex anti corruption body in the country, reaffirms its resolve to fight corruption and ensure integrity in public life to usher in a new era of a self-reliant India. In recognition of this momentous stage in India's journey, the Commission has decided that this year Vigilance Awareness Week would be observed from 26th October to 1st November, 2021 with the theme **“Independent India @ 75: Self Reliance with Integrity; स्वतंत्र भारत सत्यनिष्ठा से आत्मनिर्भरता”**

2. Vigilance Awareness Week is observed every year during the week in which the birthday of Sardar Vallabhbhai Patel (31st October) falls. Observance of Vigilance Awareness Week is one of the tools used by the Commission to bring together all stakeholders to collectively participate in the prevention of, and the fight against corruption and to raise public awareness regarding the existence, causes and gravity of and the threat posed by corruption. During this week, all organizations are encouraged to bring together all their employees, create awareness regarding common issues related to vigilance and create an atmosphere motivated towards weeding out corruption and unethical practices.

3. Though punishment and penal actions delivered quickly are effective deterrents to corruption, the spirit behind the observation of Vigilance Awareness Week is to sensitize the public against the menace of corruption. All organizations should strive to drive home the idea that the fight against corruption is a collective fight involving everyone.

4. The Complete notification is available on the commission's Website at <http://www.cvc.gov.in>

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आर. माधवन

अध्यक्ष एवं प्रबंध निदेशक

R. MADHAVAN

Chairman & Managing Director



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ಪ್ರಧಾನ ಕಛೇರಿ

हिन्दुस्तान एरोनॉटिक्स लिमिटेड
मुख्यालय

**HINDUSTAN AERONAUTICS LIMITED
CORPORATE OFFICE**



CMD's MESSAGE

Dear Colleagues,

MARG DARSHAN, our in-house vigilance magazine has always been filled with content driven articles that are current and in tune with policy frame work of Govt. It is an important medium for reaching out to various stakeholders of our organization to enhance knowledge on vigilance sensitive issues with focus on preventive vigilance. Through this magazine, HAL shares various activities and creates awareness about various new developments taking place in vigilance domain.

Vigilance Awareness Week (VAW) is being observed by the Central Vigilance Commission from 26th October to 1st November 2021 with the theme, “Independent India @75: Self Reliance with Integrity” (Swatantra Bharath @75: Satya Nishta Se Atmanirbharatha). This year the theme of VAW emphasizes on being self-reliant with integrity to build a prosperous independent India.

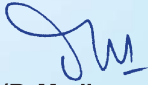
The spirit behind the observance of VAW is to sensitize the employees as well the public against the menace of corruption. It is therefore imperative to educate people and enhance public awareness about best practices, ethics etc. with a goal of zero tolerance towards corruption. In line with the above objective the current edition of Marg Darshan is on “Enriching Organisational Culture through Values and Ethics”.

As a Public Sector entity engaged in manufacturing of products that would primarily meet nation's defense needs, we have great responsibility to the nation and its people. When such a high responsibility is placed upon our organization, it is imperative that we maintain high levels of probity and integrity in public life as mentioned in our core values.

My good wishes for the grand success of the ensuing Vigilance Awareness Week – 2021 and future endeavors.

Place : Bengaluru

Date : 08th Oct. 2021


(R. Madhavan)

15 /1, ಕಬ್ಬನ್ ರೋಡ್, ಬೆಂಗಳೂರು - 560 001, ಭಾರತ, 15 /1, ಕಬ್ಬನ್ ರೋಡ್, ಬೆಂಗಳೂರು - 560 001, ಭಾರತ

15 /1, Cubbon Road, Bengaluru - 560 001, India

ದೂರವಾಣಿ (ದೂರವಾಣಿ) Ph. : 91 - 80 - 2232 0105, 2232 0003 ಫ್ಯಾಕ್ಸ್ (ಫೇಕ್ಸ್) Fax : 91 - 80 - 2232 0240

ಇ ಮೇಲ್ (ई) Email : chairman@hal-india.co.in

CIN : L35301KA1963GOI001622

www.hal-india.co.in

ಮುಖ್ಯ ಜಾಗೃತಿ ಅಧಿಕಾರಿಯವರ ಕಛೇರಿ
ಹಿಂದೂಸ್ತಾನ್ ಏರೋನಾಟಿಕ್ಸ್ ಲಿಮಿಟೆಡ್
मुख्य सतर्कता अधिकारी का
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हिन्दुस्तान एरोनाटिक्स लिमिटेड
ಫ್ಯಾಕ್ಸ್ (ಫೇಕ್ಸ್) Fax : 91 - 80 - 2232 0027



OFFICE OF CHIEF VIGILANCE OFFICER
HINDUSTAN AERONAUTICS LIMITED
ದೂರವಾಣಿ (ದೂರವಾಣಿ) Ph.: 91 - 80 - 2232 0069



CVO's MESSAGE

Dear Colleagues,

It is a privilege to address all of you through the latest edition of Marg Darshan which is published during Vigilance Awareness Week – 2021.

The Nation this year is celebrating its 75th year of Independence. The Indian independence movement was a series of historic events which culminated in the end of British rule in India. The nation has faced multifaceted challenges during the journey after independence. However in spite of all these, India has emerged as a power in the Indian Sub-Continent and a potential superpower given its large and growing economy, military and its young demography.

The Central Vigilance Commission, the apex anti-corruption body in the country, has reaffirmed its resolve to fight corruption and ensure integrity in public life to usher in a new era of a self-reliant India with integrity. In recognition of this momentous stage in India's journey, the theme for Vigilance Awareness Week this year is "Independent India @ 75: Self Reliance with Integrity (Swatantra Bharath @75: Satya Nishta Se Atmanirbharatha) Self reliance is used as an umbrella concept in relation to making India" a bigger and more important part of the global economy", through pursuit of policies that are efficient, competitive and resilient.

It is therefore imperative that the public must be motivated to fight against corruption if India has to succeed in its goal towards achieving self-reliance with integrity. In line with this, the theme of the current edition of Marg Darshan is, "Enriching Organisational Culture through Values and Ethics". The Commission has been advising all organizations/ departments to identify and implement effective preventive measures to fight corruption and to enhance transparency and accountability in their functioning.

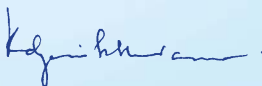
The editorial board has done an excellent job with educative and informative articles from eminent dignitaries.

I am thankful to the Chairman & Managing Director, Directors, CEOs, Officers and Workmen of the Company for their unequivocal support in the activities of Vigilance Department in increasing transparency, fairness and accountability in the functioning of our Organisation.

Wishing you all a Happy & Prosperous festive season.

Place : Bengaluru

Date : 07.10.2021


(Kalyani Sethuraman, IRAS)
Chief Vigilance Officer

15 /1, ಕಬ್ಬನ್ ರೋಡ್, ಬೆಂಗಳೂರು - 560 001, ಭಾರತ, 15 /1, ಕಬ್ಬನ್ ರೋಡ್, ಬೆಂಗಳೂರು - 560 001, ಭಾರತ

15 /1, Cubbon Road, Bengaluru - 560 001, India

CIN : L35301KA1963GOI001622 ಇ ಮೇಲ್ (ई) Email : cvo@hal-india.co.in

“An Interview with Ms. Kalyani Sethuraman, IRAS, CVO-HAL”



**Smt. Rajashree Sharma, GM (Vigilance)-CO (Left) interviewing
Ms. Kalyani Sethuraman, IRAS, CVO-HAL (Right)**

GM : First and foremost, on behalf of Team Vigilance, a warm welcome to Vigilance Fraternity, HAL. It has been about few months since you have taken up this new assignment. What is your view about HAL and functioning of Vigilance Department?

CVO : HAL has a very good set up by way of a well-trained Vigilance Department as also other checks and balances by way of System Audit, which compliments the role of the Vigilance Department.

GM : What are your views regarding effectiveness of Vigilance Department as an extended arm of CVC in detecting, combating and preventing corruption in HAL ?

CVO : I think the Vigilance Department of HAL is particularly effective in carrying out Preventive Vigilance activities so that corruption is deterred.

GM : What are the major challenges for the present Vigilance Department, today ?

CVO : The scope for corruption has increased in manifold ways including in the cyber world. The revolution in technology and communication have added great speed, comfort and ease of communication and data management. The possibility for manipulation of data has got complex. Also, processes are getting increasingly complex and therefore, the possibilities for manipulation are also getting complex. These are the main challenges for the Vigilance Department.

GM : Sometimes, due to production pressure, and urgency to meet the customer dead line, forces, Executives to adopt shortcuts vis-à-vis our policies and procedures. How do you think an Executive should reconcile the production / target imperative with the necessity to follow systems and procedures?

CVO : It is true that executives are in the hot seat and there is immense pressure to meet the targets. However, it is necessary to follow systems and procedures and wherever there is a deviation due to exigency, clear reasons should be recorded by the executives so that motives are not attributed at a later stage when files are perused. This of course should not be the norm but only an exception where absolutely unavoidable.

GM : What are the steps taken by the Vigilance Department in HAL to mitigate corruption in Public Procurement ?

CVO : Vigilance is a key management tool which takes the Organisation forward in higher growth trajectory. The activities of Vigilance is to facilitate the Organisation in accomplishing its objective in a fair manner. In line with the said objective, Vigilance Dept of HAL have structured activities as part of the vigilance function. Other than complaints and informations, as part of the preventive vigilance there are monthly, quarterly and annual action plan tasks on various activities of the Company. Further , the highly sensitive areas are earmarked and thrust is given on them for periodic scrutiny of the activities.

Apart from the above, periodic System Improvement studies are conducted for making effective suggestions to plug the loopholes in the System. Also, more emphasis is given on sensitising the employees of the organization to bring awareness among them towards transparency in day to day activity keeping in mind the Rules and Regulations.

The above vigilance tasks enables foreseeing the activities prejudicial to the interest of the organisation and suggesting in advance corrective measures to be taken by the management against the acts of misconduct , corruption ,lapses etc.

GM : What needs to be done to minimise corruption in our Organisation ?

CVO : I would say sensitisation, training and adherence to the systems of checks and balances that has been framed in the Organisation.

GM: How do you plan to improve Vigilance Administration of HAL ?

CVO: My six to seven month's association with Vigilance Department has been very enriching, fruitful and satisfying. As we all know, HAL has a very vibrant & effective vigilance set-up. CVOs are extended arms of the Central Vigilance Commission, through whom the effective Vigilance Administration is ensured in the Organisation. As I told you earlier, Vigilance Administration is one of the important management tools, which will make the Organisation reap the benefits of its effective administration. We will strive to make, "Vigilance activity" become the business of everyone in the Organisation, strive to reduce /eliminate the delay's in various phases of handling of vigilance cases, so as to reduce the pain of charged officers. We will concentrate on strengthening preventive vigilance mechanism to obviate the usage of punitive vigilance mechanism and strive to use of technology to improve transparency in all activities of the Organisation.

Further, constantly improve the investigative skills of vigilance officers, develop internal intelligence mechanism either through whistle blower mechanism or some institutional mechanism. While enlisting the support and participation of all in the Organisation for effective vigilance administration, efforts of the vigilance department will always be to increase transparency in all process of the Organisation, by leveraging technology.

GM : What is your view on VAW-2021 Theme "Independent India @ 75 : Self Reliance with Integrity ?

CVO : The Theme is particularly apt since our country has completed long years of independence and is marching ahead towards being a developed country with ability to contribute meaningfully to global development.



GM : What are the initiatives taken in the Organisation to fight against corruption if an organisation / India is to succeed in it's goal towards Self Reliance with Integrity ?

CVO : If the Organisation has to succeed in its goals there should be Self Reliance with Integrity. It must ensure that Vision is long term goals and Mission adopted should be correct and upright. Accordingly, employees should be groomed to move towards self reliance using right thought and right action so that they do not deviate from the path of integrity.

GM : Now, let me change the track a bit, and bring you to your previous assignments, in the short tenure at HAL, How do you find functioning of HAL with respect to other organisations ?

CVO : HAL is a technical and commercial organisation and customer focused. Therefore, required flexibility in framework of operations is necessary in order to reach targets which is not true of government organisations. However, this is necessary in a Public Sector Unit.

GM : How do you spend your leisure time and what are your hobbies?

CVO : Parkinsons Law says : “Work expands to fill time”. This happens with me. My hobbies are reading, baking and travelling.

GM: What is the message you would like to give to the Officers and Employees of HAL as a CVO?

CVO: I would like to assure all Officers and Employees that Vigilance Department is committed to Preventive Vigilance and to play a positive and inclusive role in helping the organisation to achieve its long term Vision and its immediate goals. I would exhort all employees to be mindful of right action and right thought so that we can march together towards self-reliance with integrity.

It's better to
walk alone
than with a
crowd going
in the wrong
direction.





“Role of Lokayukta in enriching Organizational Culture through Values and Ethics”

Justice P. Vishwanatha Shetty
Hon'ble Lokayukta, State of Karnataka

I am glad to know that the Vigilance department of Hindustan Aeronautics Limited (HAL) is bringing out a biennial in house e-magazine “Margadarshan” with the theme of “Enriching organizational culture through values and ethics”. In that connection, as desired by Ms Kalyani Sethuraman, IRAS, Chief Vigilance Officer, HAL, I am sharing a few of my thoughts and experiences “on the role of Lokayukta in Enriching organizational culture through Values and Ethics”.

Ours is a fast developing country with an unequal society at every level. Efforts are being made to pump huge public money for the speedy and quality growth of various sectors which calls for development. Industrial growth is one such project or programme conceived by the Government both at the Central level and State level. If they are required to achieve the expected results and success, it is needless to state that such Organizations/Institutions should strive to achieve excellence in the discharge of their duties and responsibilities for which they have been created and to achieve the desired results.

The easiest thing in life whether he is an agricultural labour, industrial worker or high ranking public servant or high ranking managerial staff of an industry is to be honest, and upright in his disposition or in discharge of his duties and in building the Institution for which he is drafted. It does not require scientific knowledge or great academic excellence or huge financial investment. It is a simple honest decision which an individual is required to take. In a pollutant atmosphere, though an impression is created that it is difficult to adhere to the values, but, with a strong determination, purpose and commitment to values in life, it should not be difficult to overcome the temptations at every stage of one's life/career by sticking/adhering to values, ethics, morality and good conduct. The benefit of one devoting himself to values and ethics either at workplace in the discharge of his/her work or his/her personal life would only be realized at the later stage of his/her career/life as the benefits are enormous which cannot be assessed in terms of money or wealth. The one who follows the ethics and values only will know the benefit of it. The success one gets following such values, is a permanent success and achievements one makes, is a permanent one and it would be a strong foundation and stepping stone for further achievements, success and laurels one after another. Any success achieved by adopting means and following the path which is devoid of values and ethics are only short-lived and would be looked down on by society, though not openly, but certainly in closed doors. The members of the family of such persons also would be grouped along with them for no fault of

them and it may be a stumbling block for the progress of the members of the family of such persons who expose/display themselves as persons who have given a go by to the values and ethics in their life. Albert Einstein has said that “Try not to become a man of success, but rather try to become a man of values”. There is a large number of people in the society, who are wedded to values and ethics, but they are not in the limelight. But, the persons who are devoid of values and ethics are in the limelight.

Every Organization whether it is an industry or other institution which is built upon certain rules, regulations and laws framed, based on the values and ethics alone will help the growth of the Organization. All these depend upon apart from the Rules and Regulations which are meant as guidelines required to be followed by an organization which are the instrumentalities of the State such organization is required to send a clear message to everyone who is part of that Organization from top to bottom that the consequences are serious for any act of misconduct and failure to follow the values and ethics of that institution. The rules and regulations of an organization are only deterrents in nature. The real strength and support come from the inbuilt qualities inculcated and developed by each individual either on his own or on account of motivation of the people who are wedded to values and ethics in the organization or the traditions and values inherited by them from their family background and also the institutional integrity developed over the years. The work culture developed in an organization with a strong input with moral values and ethics and exertion of the whole lot of people who are the part of that institution will be the strong pillars providing for the growth of the institution.

If a person is trained in high moral values and ethics, he would prefer to be honest in every activity of his life including discharge of his duty. The honest person would like to turn out his work to his optimum level. This can be done provided he enhances or improves his efficiency level. Therefore, honesty and efficiency will go in hand in hand. They are like two sides of the same coin or two wheels of a chariot. Just as one side of the coin is defaced, the coin will not be in currency and similarly, if one wheel of the chariot is defective, the chariot will not move further, any deficiency either in the integrity or efficiency will have a serious setback for the progress of any institution/organization or the State. Therefore, efforts should be made to strengthen and improve the twin qualities – efficiency and integrity of an individual who is part of an organization.

The management of an organization or the people who are entrusted with the responsibility of supervising or extracting the quality and effective work must realize, if he/she is honest, upright and committed to the work, others in the organization also can be honest and they can be easily trained or motivated to the work to which they are drafted to the optimum level. Therefore, everyone in an organization has a duty and responsibility to motivate others and develop a work culture, which is wedded to values and ethics at all levels. What society expects is irrespective of the position occupying, everyone in an organization has to be honest and value-based and follow ethics in their work which implies efficiency in the discharge of the work. Few individuals who have strong morals, ethics and efficiency can transform the entire organization in a short period, as an organization with values, ethics and efficiency which alone will contribute to the growth of the organization.

We see our people/Indians going out of the country and excelling in their performance and exhibiting in no way they are inferior to others in the world, whether it be a field of medicine, research, engineering, science, teaching, information technology etc. Then what is the problem for us to strive to achieve excellence in discharging



the duties within the country? It is not understandable that when one works in a private organization, his efficiency level, values and ethics could be high, why there should be a dilution of values and efficiency when he gets into a Government Organization? Maybe fear or threat of termination of service which is displayed in private organization, is not there in Government set up, because of extra inbuilt security provided under service conditions to its employees. Therefore, attention must be given by the authorities concerned to put in place a very efficient, competent, ruthless mechanism to take action against the employees/staff who are not committed to the work for which their services are taken, either on account of lethargy or degradation of moral values or integrity. A strong vigilance cell with an efficient staff committed to work must be put in place in every Governmental Organization with a clear and unambiguous procedure for quick and effective initiation and conclusion of disciplinary proceedings. There should not be any scope for any interference in the conduct of disciplinary proceedings against the erring staff from any quarters howsoever high it may be placed in the setup and a clear message must be sent to the staff or employees, the disciplinary proceedings conducted will be highly transparent and objective and they will have to face the serious consequences.

In addition to vigilance, it is desirable and essential to provide a regular training programme to the staff of the organization to develop their moral values, integrity, scientific temperament and overall personality and efficiency level in the discharge of their duty. Repeated training to infuse the values and efficiency level among the staff of the organization over the period would certainly reduce the burden of the vigilance department. A periodical training programme would certainly be a valuable addition to the personality and efficiency of the staff of the institution or organization.

Before introducing the institutions of Lokpal and Lokayukta, the Indian Government had already made several efforts to prevent corruption and mal-administration in the discharge of duties by the public servants in the country. An office of the Vigilance Commission was established by the Ministry of Home Affairs, Delhi. The Central Government had set up the agencies of the Central Bureau of Investigation and a Special Police Establishment, who were required to deal with the special problems divulging a lack of public morality and ethics on the part of Public Servants and Business Establishments.

The matter concerning Ombudsman in India was first raised in the parliament on the 3rd of April, 1963 when the demand for grant of the Ministry of Law was being discussed. The Home Minister made a statement on 16th December 1963 before the parliament and admitted the importance and urgency of providing machinery for looking into the grievances of citizens against the administration. Later, many Commissions of Enquiry were appointed under the Commissions of Enquiry Act to enquire into the conduct of Chief Ministers and Ministers of several States. All these showed awareness and a need for some agency that would not only investigate the allegations against the Chief Ministers, Ministers and other Public Servants, but also look into the instances of mal-administration and hear the grievances of the citizens.

The Lokpal and Lokayuktas Act, 2013 contemplates the appointment of Lokpal at the National level and Lokayukta at the State level. I will confine myself concerning the object, appointment, powers and functions of Lokayukta under the Karnataka Lokayukta Act, 1984 and would like to discuss how the Lokayukta plays an important role in ensuring high ethical standards in public administration. Problems of Redressal of Citizens



Grievances was the subject on which the Administrative Reforms Commission headed by Late Shri. Morarji Desai, who later became the Prime Minister of India gave their first report. It is that report which recommended for the establishment of Lokpal and Lokayukta institutions at the Central and State level for redressal of grievances of the public by investigating into administrative actions taken by or on behalf of Central Government or State Government or certain public servants/authorities. These institutions were intended to serve as institutions independent of the Government concerned.

The object of setting up Lokayukta at the States level is to improve the standards of Public Administration, by looking into complaints against administrative actions, including cases of corruption, favoritism and official indiscipline in the administrative machinery. It is the said report which made the Karnataka State Legislature enact the Karnataka Lokayukta Act 1984 for investigating allegations or grievances in respect of administrative actions.

The appointment of Lokayukta or Upalokayukta is made by the Governor on the advice tendered by the Chief Minister in consultation with the Chief Justice of High Court of Karnataka, the Speaker, Karnataka Legislative Assembly, Chairman, Karnataka Legislative Council, the leader of the opposition in the Karnataka Legislative Assembly and the leader of opposition in the Karnataka Legislative Council. Lokayukta and Upalokayukta investigate and submit report on allegations or grievances relating to the conduct of public servants which includes Chief Minister, Ministers, Legislators and Bureaucrats to the Competent Authority. A very wide definition of public servants is given in Sec.2(12) of the Act.

The Act provides for a person aggrieved by the conduct of a public servant or in case of maladministration, corruption, misconduct or official indiscipline, a complaint may be filed before the Lokayukta in the prescribed format. Such complaints will be investigated and if the Lokayukta or an Upalokayukta is satisfied that such action of the public servant has resulted in injustice or caused undue hardship to the complainant or to any other person a recommendation will be made to the Competent Authority concerned for the redressal of the grievance and also for taking appropriate action against the public servant who has committed such misconduct. The Act also empowers the Government to refer the cases to Lokayukta or an Upalokayukta for investigation.

The Lokayukta and Upalokayukta are empowered to initiate suo-moto investigations in respect of the public grievances and allegations. In a large number of cases having public interest, Lokayukta and Upalokayuktas have initiated suo-moto investigations and thereby appropriate steps are being taken to redress the grievance of the general public.

In the matter of investigation or enquiry either by the Lokayukta or Upalokayukta, they are being assisted by the Judicial Officers who are in the cadre of District Judge, Senior Civil Judge and Civil Judge deputed by the High Court and sometimes retired District Judges. The Lokayukta institution also has a Police Wing headed by Additional Director General of Police and several Superintendent of Police and large number of Deputy Superintendent of Police and Police Inspectors. In all the districts of the State, the Lokayukta has its Police Wing headed by either a Superintendent of Police or a Deputy Superintendent of Police. Further, the Lokayukta institution is also having Technical Audit Cell headed by the Chief Engineer and other Engineers and Accounts Officers. The independence of officers more particularly Police Officers posted to Lokayukta is maintained and while posting the Police Officers



at the senior level, the consent of Lokayukta is taken and once they are posted, the State Government cannot withdraw their services without the consent of Lokayukta. This is with a view to ensure independence, transparency and objectivity by the officers of Lokayukta in the discharge of their duties. The disciplinary control is also vested with the Lokayukta. Therefore, the officers once posted to Lokayukta, they are accountable to the Lokayukta and not to the Government with regard to the discharge of their duties.

Where, after an investigation into the complaint, the Lokayukta or an Upalokayukta as the case may be considers that the allegation against a public servant is prima facie true and makes a declaration to that effect and the declaration is accepted by the competent authority, the public servant concerned, if he is a Chief Minister or any other Minister or Member of State Legislature shall resign his office and if he is any other non-official shall be deemed to have vacated his office, and, if an official, shall be deemed to have been kept under suspension, with effect from the date of the acceptance of the declaration. If after investigation, the Lokayukta or an Upalokayukta as the case may be is satisfied that the public servant has committed any criminal offence, he may initiate prosecution without reference to any other authority. Any prior sanction required under any law for such prosecution shall be deemed to have been granted in terms of Sec. 14 of the Act.

Apart from the above, in terms of the orders made by the Lokayukta from time to time the police officers visit the various Government offices to redress the grievance of the general public or report the mal-administration if any in the discharge of the duties by the public servants. The Police Wing is also empowered by Lokayukta to visit the Taluka places and receive the petition/complaints from the general public so that the remedial steps could be taken to redress the grievances and ensure good and transparent governance in the State Administration, even on many occasions, without actually registering the complaint for the purpose of investigation. When the matter is referred to the Engineering Section with regard to the inferior quality of the work executed by the departments of the State, the Engineers attached to Lokayukta, inspect the spot and collect the evidence and report to the Lokayukta.

In terms of Sec. 22 of the Karnataka Lokayukta Act, 1984, the public servants within the meaning of Sec. 2(12) of the Act are required to submit in the prescribed format the Statement of Assets and Liabilities and those of the member of his/her family every year before 30th of June. Failure to submit the statement requires the Lokayukta to make a report to that effect to the Competent Authority.

Though earlier only MLAs and MLCs were filing their Statement of Assets and Liabilities, on examination of Sec.22 of the Act, I took a view that the Corporators of Local bodies, Presidents, Vice Presidents and members of Zilla Panchayath, Taluk Panchayath and Grama Panchayath are also required to submit their statement of Assets and Liabilities and efforts are being made to compel the public servants who are liable to submit their statement of Assets and Liabilities to Lokayukta. This decision was taken by me in the larger public interest and with the object of preventing corruption, mal-administration and bring transparency in the State Administration and to a larger extent to bring it under public domain the Assets and Liabilities of the Peoples Representatives from Panchayath level to the level of State Legislatures.

I would prefer to conclude this article by referring to the observations made by the Hon'ble Supreme Court of India regarding corruption and how it affects the welfare of the Society, Democratic Functioning and Rule of Law. In the case of Dr. Ram Lakhan Singh Vs State Government of Uttar Pradesh through Chief Secretary the Supreme Court while laying down that the corruption is the biggest hindrance for the welfare of the society, has observed as follows:

“Dishonesty and corruption are biggest challenges for any developing country. If the public servant indulges in corruption, the citizens who are vigilant in all aspects take note of this seriously and develop a sense of distress towards the Government and its mechanism, on a whole it sends a very alarming message to the society at large and to the common man in particular. In any civilized society, the paramount consideration is the welfare of the society and corruption is the biggest hindrance in that process. If the corrupt public servant is not punished, then it will have a negative impact on the honest public servants who will be discouraged and demoralized. Some upright officers resist corruption but they cannot alone change the system which victimizes them through frequent punitive transfers, threat to their families and fabricating, foisting false cases.”

In conclusion, the entire scheme of the Karnataka Lokayukta Act discussed above would clearly show that the Lokayukta and the Institution plays an important role not only in promoting and ensuring high ethical standards and reasonably high efficiency level in public administration, but also makes recommendations to redress the grievances of the public to relieve the hardship faced by them on account of the mal-administration and also to initiate appropriate disciplinary proceedings against the erring public servants, who fail to maintain devotion to their duties and commit misconduct.

The transparency in the functioning of all the institutions is the need of the hour and this can be established only by adopting the values and ethics in the working culture of the institutions, whether it be a Private or instrumentalities of the State or the Government. There is no escape to be away from maintaining institutional integrity, if the organization has to grow.

(The author of this article is Hon'ble Judge (Retd), High Court of Karnataka and at Present holding the position of Karnataka Lokayuktha. Justice P.Vishwanatha Shetty held various positions i.e., Advocate General of Karnataka, Chairman of State Bar Council, Member of BCI, President of Karnataka Judicial Academy, Chairman of High Court Legal Service Committee.)

***Integrity, transparency and the fight against
corruption have to be part of the culture.
They have to be taught as fundamental values.”***

***- Angel Gurria
OECD Secretary General.***

CVO's Visit to various Bengaluru Based Divisions



Helicopter Division



FMD Division



Aerospace Division



Meeting with Director (Engg. and R & D)



Engine Division



Medical and Health Unit



ARDC Division



HAL Heritage center at Aircraft Division



Krishnamohan, IAS
Additional Chief Secretary (Retd.)

Imbibing Ethics & Values in an Organization's Culture

Ethics! We hear about it everyday. There is a public consciousness related to ethics that is much more prominent than it was only a few years ago. And why not? Just in the last few years, we've seen unethical behavior in all aspects of life, i.e. among the politicians, the Government and also amongst organizations and business leaders. The media puts everything before the public and immediately we form an opinion about it, and it shapes our image of the person or institution. And often, it's not a good one. In present day society, images, reputation of persons and businesses can be ruined in an instant by some unethical act, or even the appearance of it. Examples of Enron, Satyam are still fresh in the public's mind. So are the umpteen number of scams that have rocked this country in the last few decades.

The Corporate entity which is regarded as the most ethical one is obviously Tata Group of Companies. Established by JRD Tata, this Corporate House has always regarded Ethics and Values as its core fundamental principles and norms. Ratan Tata is indeed carrying on the legacy set by the Bharat Ratna JRD Tata.

It is well known how JRD Tata spread the message of Ethical behavior amongst the Executives & employees of TATA Group of Companies through 'Walk the Talk'. So staunch was he in adhering to Ethics that in his office table he kept two drawers—one containing stationery items purchased from his own personal money and the other from the company's account. He never mixed the two - if it was for personal work, he would use the stationery purchased from his own bank account. He would also never use the official telephone for his personal telephonic conversations. That is why in the present climate of unethical behavior, his star shines like a beacon.

Winston Churchill as the P.M. of U.K. once travelled to France. His wife accompanied him. In France, his wife did some purchasing. When they landed back in U.K., his luggage was allowed to pass the Customs without check up. However, on reaching home, Churchill found that back in France, his wife had done purchasing and some of those items were liable to Customs duty. He promptly rang up the customs officials & asked them to come over & collect the customs duty.

Many ICS officers posted in India did not take home last three months' salary before they retired. They deposited that amount in Government Treasury on the ground that during their 35-40 years of Government Service, wittingly or unwittingly they might have used the Government assets for their personal use. So the three months' salary was deposited by them with Government as a compensation for the unethical behavior which many of the Government servants do exhibit during their career.

In one of his motivational speeches, Shiv Khera recalled an incident in which he came across an extremely ethical taxi driver, Henry in Singapore. While in Singapore on one of his visits, as he got down from the airplane, he hired a cab. Shiv Khera told the cab driver Henry to take him to a particular office. The cab driver did not know the exact location of that office, he only had a rough idea. As a result, the driver had to move about a bit covering extra miles. Ultimately as Shiv Khera disembarked from the taxi on reaching the destination, he looked at the taxi meter which read 11 dollars. However, Henry the taxi driver asked for only ten dollars. On asking why he was asking for a lesser amount, Henry said, that legally speaking he could charge eleven dollars but he being a taxi driver was expected to know each & every location in the city - that was his job. He added that if he had known the exact location he would have come to that office straightaway & it would have actually cost only ten dollars. He said that if he charged eleven dollars, his action will be an unethical one, that too before a foreigner. So he insisted on being paid only ten dollars.

Shiv Khera was amazed. He felt that even though the taxi driver was not much educated, yet he displayed ethical behavior by displaying honesty.

This deep belief & conviction like the taxi driver displayed is present in each one of us & is called "Value". When the values are in action in this world, these become Ethics. In other words, the play of values is called 'Ethics'.

Values are the goodness present in all human beings in different quantities & proportions. When this goodness does not come out & remains trapped inside, it happens on account of EGO. Ego is also represented by letter 'I'. As long as one thinks only about oneself & not other stakeholders, he is in a state of 'I'. When he shows concern for all other stakeholder, then he embarks upon an ethical path. In other words the journey from 'I' to 'We' is called Ethical Journey. When you replace the letter 'I' in the word "Illness" with 'We', it transforms into "Wellness". Hence, feeling concern for other stakeholders in the society, transforms Illness to Wellness.

In the context of Government Servants, Ethics becomes even more challenging. The system of Governance in this country has undergone a transition from "Colonial System of Governance" to "Citizen Centric System of Governance". All the policies & programmes are framed by the Government with focus on the citizen of the Country. Since these public policies & programmes are implemented by Public servants/functionaries, their roles become extremely important in Public Service delivery.

It is generally believed that Ethics are caught and cannot be taught. Well, to some extent yes, we do catch ethics and values from our parents, teachers, society, books, nature etc., but psychologists have found that if Ethical training is imparted through experiential learning process & through case studies, Ethics can also be taught. This is where the role of our training academies & mentoring by senior officers becomes important. Sadly the element of Ethics is missing at both these levels nowadays.

Since the public servants enjoy huge amount of administrative and financial powers & assist the political executives in the entire Public Policy making process, they need to be ethical at all times. Throughout the Policy Cycle even one unethical move has very serious implications & can cause a ripple effect throughout the system. Therefore, there is a great need for Government servants to be ethical.

This question is often asked to me -there are so many unethical people in every Organization and many of them are actually prospering, then what is the need to be ethical?

It is a tricky question indeed, but there is an apt answer to it. We need to be ethical for a variety of reasons. Firstly, having decided to enter government service, there is no choice left with us. We have to be ethical and if one chooses to be unethical, he pays a price sooner or later. An unethical person suffers a permanent set back – ultimately the nemesis catches up. This is not to say that ethical people do not have setbacks. They also suffer at times, but it is a temporary setback and they spring back quickly. A Hindi proverb describes it beautifully - “Satya Pareshan Hot a Hai Parajit Naheen”. A large number of unethical Government servants have suffered badly & permanently in recent times.

The second reason why we need to be ethical is that we are the role models for our subordinates and our junior officers at workplace, just like in the family setting, we are the role models for our children. If we as role models are ethical, chances of our subordinates & our children being ethical are very high. The converse is also true.

Thirdly, if we are ethical, there is no fear in our mind from any of the enforcement/vigilance agencies & we can have a sound sleep. It is only our unethical behavior that gives a feeling of uneasiness & fear lurking in to our minds

Fourthly, if we lead an ethical life, it gives us a feeling of great satisfaction not only while we remain in service but also when we enter our second innings after retirement. Those who remain unethical lose the respect of their subordinates the moment they retire. This is so because the authority they command while in service vanishes after retirement. Authority is thus temporary. But the one permanent attribute one can pickup while in service is called “Power”. Power is the sum of Values & Skills. More the skills or the values, more is the power. It is this power which is permanent and every officer should earn it during his/her career.

Ethics is the study of right and wrong and how to tell the difference between them. For a public servant, Ethics is nothing but doing the right things. In a situation of dilemma or conflict of interest, the public servant should be able to choose the right path at all costs. The reputation and success of Government depends upon the conduct of Public Functionaries and what the public believe about their conduct. It is therefore of fundamental importance that public functionaries act justly and fairly to all and not just paying lip service to ethical conduct, but ensuring that these are manifestly and undoubtedly seen to be done.

It is imperative that all public functionaries upon accepting government employment recognize that they have a special duty to be open, fair and impartial in their dealings with society. Personal self-interest should be subordinate to the public good in all circumstances, especially in circumstances where possibility of conflict of interest may become an Ethical Dilemma. Such Ethical Dilemmas are faced by public servants many a time and inter alia it is imperative that they rely upon their inner strength/inner voice to guide them, which shall never be wrong

Why Ethics are necessary in Governance? It is essential for improved accountability, for better Governance, and for sustained economical growth of the Organization. It enhances integrity and also minimizes corruption. The



Ethical practices required to be practiced by the public servants include the following:

- Don't do anything, unbecoming of yourself as an employee
- Be updated with relevant rules, regulation and procedure
- Don't be biased
- Don't misuse official position for self gain.
- Don't be indecisive
- Be fair & transparent in dealings.

When we talk about ethical behavior, another term “Integrity” also assumes importance. Integrity is the quality of having a sense of honesty & truthfulness in one's actions. It means keeping your word or “Walk the Talk”. In other words, “Do what you say and say what you do”.

Integrity of an organization is recognized from the integrity of the employees. Integrity improves transparency & fair practices. It enables in building the image of an organization and every members of an organization should maintain absolute integrity.

Besides integrity, public servants also need to be Accountable to the organization. Accountability is being answerable or responsible, leading from the front, not blaming others or the circumstances. It is taking responsibility for one's own work & the result there of. It also enables to view the organization as a system of individuals, linked by mutuality & trust. Besides, accountability enables officers to take up personal & group responsibility to achieve the mission, vision and strategies position of the organization.

Being ethical forces you to explore your creative potential. Being principle centered should be the foremost business decision in an organization. In order to create value, it is necessary to be always ethical and remain competitive. Just being good is not good enough. Ofcourse, there is a price to being ethical, but there is a greater price to being unethical. Every organization needs to strive for the higher purpose. Higher the purpose, greater the impact. At the center of the philosophy every Government Servant should contribute & give to the Organization & the society.

As a part of the organization, it is the duty of the Board of Directors to give the nation, a company generating employment & wealth with integrity. At the same time, we must give to industry a trustworthy partner, offering the highest standard of quality & services. As an officer, we need to give to the team a better quality life and an opportunity to maximize the organization's potential. One must never forget that when the organization operates from principles, it is able to have open and difficult conversations. People say it takes courage to be ethical. Actually being ethical makes you courageous.

Lastly, I would like to discuss what it means to be ethical – is it just honesty or integrity or it is something more. Honesty and Integrity are a necessary requirement for a Government servant but it is equally important for the Government servant to be efficient, effective, and productive and also to deliver. After all, Government pays the public servant to perform. Therefore, Ethics in the context of a public servant goes much beyond honesty & integrity. An officer has to deliver, as he is the prime instrument available with the state to deliver. The honesty-only-officer does a huge disservice to this cause. Sometimes he indulges in paralyses of analysis. Hence it needs to be kept in mind that we public servants who get our emoluments from the public exchequer are responsible to the citizen & other stakeholders.



Before I end I would like to mention that as an officer In Government,one getsample opportunities to improve upon one's KSA – Knowledge, Skills & Attitudes. One needs to be a lifelong student and go on improving the knowledge and skills everyday. At the same time the Attitude part, which actually means donning a CAP of Creativity, Accountability & Positivity - is equally important in achieving the Vision and Mission of the organization.

There are two categories of people in the society - successful people & significant people. Successful people are those who take more from the society and give back much less to the society, whereas significant people draw much less from the society & give back much more. Try to be a significant person, people remember such people even after they leave this world.

Remember, you don't choose the day you enter the world and you don't choose the day you leave. It is what you do in between that makes all the difference.

(The Author of this article is an IAS Officer of Haryana Cadre, Retired as Additional Chief Secretary (Revenue, Disaster Management & FC Revenue). He is a certified National trainer and facilitator on Ethics and he has been selected by DOPT in collaboration with UNDP to be a part of National Pool of trainers on ethics.)

Medals won by India - Olympics 2020



- | | |
|-----------------------|---|
| Ms. Mirabai Chanu | : Silver Medal in Weight Lifting (Women's 49 kg) |
| Mr. Neeraj Chopra | : Gold Medal in Men's Javelin Throw: 87.58 m
(First Gold Medalist from India in Olympics 2020) |
| Ms. PV Sindhu | : Bronze Medal in Women's Single Badminton |
| Mr. Lovlina Borgohain | : Bronze Medal in Women's Welterweight Boxing |
| Mr. Ravi Kum Dahiya | : Silver Medal in Men's 57 kg Wrestling |
| Mr. Bajrang Punia | : Bronze Medal in Men's Freestyle 65 kg Wrestling |

Indian Hockey Team: Bronze Medal in Men's Hockey tournament





Sandeep Patnaik,
General Manager (HR)

Enriching Organizational Culture Through Values & Ethics

Quality products, innovative marketing and booming sales are all valuable factors in measuring the success of a company. But who makes it possible for these successes to happen? Dedicated, happy employees who are committed to their organization's values and mission.

Employees are the backbone of any company's operations, and if they are unsatisfied, other areas of business will suffer too. Conversely, a work place where employees are engaged and feel that they are supported by management will not only help retain top employees, it will help attract new talent.

A recent international study reported that 77% of adults polled would consider a company's culture before applying for a job there. A positive company culture comes from the top and is enforced at all levels of the organization.

What is company culture?

According to the Harvard Business Review, company culture expresses an organization's values and belief through shared assumptions and group norms within the work place. Company culture is a shared belief system where employees have similar values. Company culture can include several elements within the business, including the work environment, company mission statement and core values, management style, and work place ethics. Company culture could be deliberate or come about naturally.

A strong, cohesive company culture benefits the company from the inside out. Employees prefer to work for a company with a strong culture and a defined set of positive values. Customers also prefer to patronize a company that has a clear mission and that has positive work place values.

Cultures are an amalgamation of factors: environment, hierarchy, decision-making processes, benefits and values. Having a robust company culture means living by those values and that mission each day and encouraging employees to do the same. A strong culture produces employees with a well-tuned sense of direction and helps create common definitions of success, so the company can grow as a team.

Building a Values-Based Culture

People don't quit their jobs; they quit their managers.

This old adage is emerging in the patterns we see in today's hyper-connected world. Employees have choices, and they are seeking to build their careers in companies with healthy organizational cultures. According to LRN's Ethics Study on employee engagement, more than 90 percent of U.S. workers say it's "critically important" for them to work for an ethical company. Organizations have been tracking issues such as revenue, profitability, productivity, and customer satisfaction for decades. Today's global landscape is so interconnected through social media channels and the market demands full transparency, so companies are leaning in, aspiring to build cultures that can transcend the limitations of rules and regulations. There is an acute focus on building values-based cultures.

The key to success is to establish the expected behaviors, and then design a system to reinforce and support those behaviours. Expected behaviours will emerge from the foundation of a company's values—things such as transparency, integrity, and collaboration. But studies indicate that not all employees will have a common understanding of the values. Therefore, explaining these values and behaviours through practical and tangible examples helps employees understand how to integrate them into the daily performance of their roles. Managers are in the best position to reinforce and support the expected behaviours.

These tips can further help in building values-based culture:

- A company culture is set by the leaders within the organization. Demonstrate the values and practice transparency.
- Assess how well company reinforces successful performance behaviour as a key business strategy. Set clear expectations around aspired behaviours, starting with trust.
- Improve the quality and trust of the manager-employee relationship. Empower managers with resources to drive more dialogue around the company's values
- Promote regular and informal dialogue. Encourage managers to be coaches and to promote two-way communication regularly.
- Acknowledge and publically recognize employees who internalize values-based decision-making in their day-to-day role.

Exploring Ethics in Company Culture

Ethics in management refers to a company's social responsiveness. It is the discipline that deals with what is good and evil, or right and wrong, or moral responsibility and duty. In other words, ethics in management can be defined as a set of moral principles. Principles that govern the actions of a person or a group. It is a norm of behaviour that guides leaders and managers in their day-to-day actions. Company core values shape business ethics.

The code of ethics in an organization gives a tool to make clear choices. It shows what is right and wrong. When making decisions in times of crisis, this is incredibly helpful. There is often no robust moral framework



during periods of turmoil to direct leaders and managers. Continuing commitment to workplace ethics constantly stimulates them as to how they want to behave. Ethics allows workers in the company to face the facts, both good and bad. They feel like by operating an ethical operation, they contribute to society in a meaningful way. This sense of obligation brings meaning and context to what they do daily.

When ethics are enforced regularly, organisation will develop goals and collaboration. Employees, who feel aligned with the company's ethics, respond with utmost dedication. Ethics help in cultivating a positive image for company. The informed public of today is doing more research and watching more closely. The customers check how corporations treat them, and if they really 'walk the talk.' The aim should be to apply ethical principles to daily business decisions constantly.

The best way to deal with ethical dilemmas is to stop their occurrence in the first place. That is why activities such as the establishment of ethics codes and codes of conduct are so important. It introduces employees to ethical considerations and minimises the chances of unethical activities. Proper mechanisms should be in place to deal with the complicated ethical issues in the day-to-day business realities. Also, have a grievance policy for employees to use to settle conflicts with managers and employees.

It isn't enough to have codes and regulations in place that address ethics. In circumstances involving ethics, workers need to be taught how to act. Many employers, therefore, enrol their workers in an ethics training programme. It fosters ethical conduct and improves the ethics code/policies of an organisation. Thus, it is important to make sure the training of employees about the ethics management programme. Have Policies and Procedures (and Keep updating them) to reward ethical behavior. Also enforce unethical conduct penalties

Glance at HAL Culture

Coming to our organization, HAL is an equal opportunity employer. There is no discrimination based on caste, creed, religion, region or gender in its policies. HAL has clearly defined its Vision, Mission and Values which are internalized by our employees. We also have well formulated codes and documents like Vigilance Manual, HR Manuals, DOP, Standing Orders and CDA Rules, in order to create a fair and transparent environment. Building confidence, enhancing motivation and strengthening employee relations are the prime focus of HR policies.

HAL respects freedom of association of its employees and has recognized the right to collective bargaining through recognized Unions / Associations and also encourages formation of empowered teams at various levels. Structured meetings are conducted with Unions/Associations in which information about the Organisation and other performance matters are openly shared and discussed such as physical and financial performance, awards and appreciations won by HAL, areas of concern - Quality, Customer Services etc., and employee related issues. These kinds of initiatives have ensured employee participation in management and facilitated the creation of a culture of openness, mutual trust and strengthen credibility between Management and Unions / Officers Associations.

Learning & Certification for employees is another way, which is being encouraged by HAL, for building individual knowledge and empowerment through development. A forum of open communication is used where



employees are free to share their opinions and suggestions. Performance Management System for employees in the Company is based on work planning and commitment (setting mutually agreed tasks), self-review and performance analysis, performance review and feedback. Apart from quantitative traits, Values such as Conduct and Discipline, Quality and Reliability etc are also assessed under the PAR System.

HAL aims to achieve responsible corporate citizenship so that business can be part of the solution to the challenges of globalization. HAL has made continuous efforts of taking care of various social issues taken in the field of Health, Environment, Community Development etc, which have a direct bearing on its performance and existence.

Conclusion

Enriching the organization culture through values and ethics is a journey in itself and not an end. It is our august responsibility to continuously take positive steps towards encouraging ethical conduct and demonstrating values in workplace. It will boost brand image, make feel good and guide us to make sensible decisions. Above all, it enriches organisational culture.

(The author has joined HAL during 1997 as Senior Manager (P&A) at Kanpur Division and at present he is working as General Manager (HR) in Helicopter Complex also chairman of HAL Education Committee & skill Development. & Director Aerospace and Aviation Sector Skill Council).



Kudos to Vigilance Officers who stood First Position in Presentation during PARI (Parliamentary and administrative Research Institute) Course - 2021

**CTE Inspection Carried out at LCA TEJAS Phase - II for FMD Division
by Shri Jesudoss Rajakumar, Senior Manager (Vigilance) - OH
and Shri H.K. Kamath Senior Manager (Vigilance) - FMD**



**Corruption free country and become a nation of beautiful minds,
I strongly feel there are three key societal members who can make
a difference, they are Father, Mother and the Teacher”**

- Dr. A.P.J Abdul Kalam



Enriching Organizational Culture Through Values & Ethics

**Rishikesh, Associate Professor
Azim Premji University**

Defining 'Ethics'

Those of us who went to school before the 1990's would recollect a subject called 'moral science' as part of the syllabus. It used to be a weekly session in which stories would be told which would mandatorily have a 'moral' at the end of it. The take-away from these sessions was supposed to be the moral which indicated 'what is right' – this the students were supposed to imbibe. However, given the not so pleasant reality of 'morals' in our society today, one wonders what happened to those 'lessons'. Hence, it is not a surprise that there are very few schools which continue to have these moral science sessions. It has been abandoned because aspects related to ethical behaviour such as morality, trust, honesty cannot be 'taught' through classroom sessions using lectures on what is 'right' and what is 'wrong'.

The question of 'what is right?' is the most important question for any society because 'ethics' completely rests on how people answer this question. Therefore 'ethics', as an American judge Potter Stewart says, is knowing the difference between 'what you have a right to do' and 'what is right to do'. Simply put, it is the moral compass that each of us have which directs us to think and act in a manner that it is beneficial to 'others'. This is the reason why the Nobel Peace Prize winning philosopher Albert Schweitzer said that 'The first step in the evolution of ethics is asense of solidarity with other human beings'.

Role of ethics in building human societies

The question I attempt to address in this article is how to ensure high ethical standards in an organization such that the organization culture is enriched. We should remember that not only organizations, but every society strives for it. It is easier for organizations established in societies that have a higher regard for ethics to ensure the same or higher standards within the organization; and similarly difficult for establishments to do so in societies where ethical standards have fallen. This deep connect between the society and organization is because both are made up of the very same people – that is, the people in the society make up the people in any organization established in that society. Hence, it is important to recognize how societies strive to establish high ethical standards before trying to understand how to do it within an organization.

Ancient societies relied on stories and fables, historical as well as mythical, to help people imbibe values that are ethical. Among the Indian stories the ones that immediately come to mind are those of 'Satya Harishchandra' who sticks to his principle of being truthful at the cost of everything, 'Demon-King Mahabali' in whose honor Onam is celebrated, who similarly does not go back on his words irrespective of the circumstances even if it means paying the heaviest price of losing one's life, and hundreds of other stories recounted in our Great Epics involving the various protagonists such as Sugriva, Vibhishan, Karna, Bheeshma and hundreds of others including the heroes of these stories.

All civilizations are replete with such stories, usually based on religion, each indicating how in order to maintain the highest ethical standards, people would have to even be ready to give up one's life as ethics always costs much more than what we are usually ready to pay; at many times this is the very reason people prefer to take the easy way out and become unethical in their practice. When societies begin to condone unethical practices of its people regularly, the moral compass of that society begins to falter and that would invariably be the beginning of the end of that society. Most of these stories also warn about this danger. For a society when ethical behaviour is not given enough importance. Hence, all societies strive to ensure that ethics has a central place in the way people live within these societies.

Education drives ethics

Education is an important means through which every society attempts to raise the ethics quotient in its people. Education in the earlier times would comprise a lot of family based and community-based activities such as the above mentioned telling or re-telling of the Great epics of that land, storytelling by grandmothers or elders in the community which spoke of the importance of being moral in whatever we do, festivals celebrating 'goodness' or sacrifices to protect humanity from evil, cultural events that emphasized the 'oneness' within the society we live in and so on. However, with modernization of societies, a lot of this responsibility has shifted to formal education systems, particularly the schools. When mass schooling began, schools were established to drive the State agenda and thereby even ethics was driven with a top-down approach. 'What is right' was decided by the Government of the day which invariably meant the people at the top, and the rest had to just abide by what was laid down as the right thing to do which would be considered under the list of lawful activities. However, as democratic societies got established, they began to strive for a balance between individual rights and the overall societal good, which would be evolved democratically by taking into account the needs of everyone who was part of that society.

Therefore, modern democratic societies have to ensure that children living in these societies use their minds to make decisions rather than blindly follow orders. This 'use' of the mind can happen if the mind is trained from the very beginning to think deeply on issues and take decisions that is in the best interest of everyone. This is the reason, good education systems work with very young children to develop them into becoming independent 'social' thinkers along with other crucial attributes required for societal living. We cannot develop a good democratic society if we do not ensure individual freedom, however it is equally important to ensure that every individual also knows what is best for 'other' individuals in that society and at a higher level – knowing what is best for the world we live in. This balance is crucial and the human mind gets trained in this in their early years.



Recent researches from many child development institutions including Department of Human Development, University of Maryland, Center on the Developing Child at Harvard University and Urban Child Institute, United States, have shown, almost 90% of the connections within our brains are completed by the time a human being is 8 years old. What this means is that the way the brain is trained before a child is 8 years old is how the brain behaves as the individual grows. Hence, if the mind gets trained to think 'socially', that is how the individual will grow up and on the other hand if it is trained to compete 'selfishly' that is the default mode the brain will be in even when that child becomes an adult. Good education systems therefore create curricula for early years which facilitates the young brains to make such connections that the child not only becomes an independent thinker capable of innovations but also a social thinker who can empathize with everyone around and think about the world at large. This balance is very crucial to ensure that the decision-making ability is primed so that when the question of 'what is right' needs to get answered, the brain is able to make an informed decision not based on mere self-interest, but that which is for the good of everyone. This is how the ethical quotient is developed. The more such human beings in a society, the better ethical standards exist in a society. When the ethical standards are high, the society will be overall a better place to live in as it will value attributes such as honesty, collaboration, helping the needy, supporting the weak, respect to everyone irrespective of their status or background and so on. Simply put, people in such societies easily appreciate the fact that what is right for one may not be right for another – and therefore such societies have lesser friction on matters of individual or group choices such as food habits, dressing styles, mode of worship, celebration of festivals, etcetera. People in mature societies would have high ethical standards thereby ensuring that everyone have their freedom and at the same time that no one's sensitivities are trampled upon. This societal peace is maintained by people themselves through appropriate behaviour without the use of any strong force such as the State's law and order machinery; on the other hand it is the strong hand of the State machinery which gets continuously used in immature or less developed societies. Therefore, when societies use education well to help their children imbibe values which promote ethical behaviour, the society creates a platform where everything else established there – either Government institutions, private corporations, civil servants, individual businessperson and the common folks – would by default have a greater ethical quotient.

Organizational ethics – lessons from good schools

Organizations can learn from what is done in good schools as ethics are part of the foundational principles that are part of a good schools' core. Organizations thrive on teamwork, similarly good schools also encourage teamwork from a very young age. In these schools children as young as 4 or 5 years old decide what the team goal will be and accomplish them together. In these schools children are allowed to talk to each other and collaborate. Such schools also help children come up with their own rules which all of them will agree to follow, rather than hand the children a set of rules to abide by which happens in ordinary schools. When children themselves have created the rules, it is that much easier to get them to follow it. All these are part of the exposure to what is ethics that good schools provide to young children. When these children grow up and begin to work, organizations who have them as employees find it easy to bring these values into their organization culture.

On the other hand, there are also large number of schools stuck in regressive cultures of schooling such as not allowing children to talk to their peers, forcing them to focus only on their work, making them fiercely



competitive with 'winning at all costs the only mantra'; unfortunately, when children from these schools grow up, they are unable to do anything a good organization wishes for as they selfishly focus on only one goal – which is invariably their own success. Even if they rise to lead an organization, the focus to ensure that their organization wins all the time at all costs invariably brings down the organizations that they are selected to lead. History is replete with examples of large organizations collapsing because of the lack of strong ethical foundation.

Good schools also allow for flexibilities in interpreting rules – even if it means 'bending' a rule. A simple example would be condoning a student's late arrival to school when on their way to school the student stopped to help someone in desperate need, which could be anything from helping an old person cross the road to tending to an injured animal. Similarly, organizations which attach a high price for values would not only condone an employee's later arrival if there is a genuine reason as illustrated above, but will also award the employee to show others that they value such empathic behaviour as much as they appreciate efficient work. However it is not always an easy decision. There are large organizations that may not have the systems in place to verify every action of all its' employees where such condoning may not be possible; however, a good organization focusing on ensuring high ethical standards would ensure the means to get it to work. Striking this balance is the most difficult for any individual or organization making it 'easier said than done'. Therefore, there is the phrase 'ethical dilemma'; solving ethical dilemmas is difficult – for instance, should a researcher studying ethical practices of an organization call out a corrupt practice immediately and lose out on completing the research study, or should just focus on carrying out the research thereby helping make a systemic improvement, is never an easy decision. But a person with a clear mind and high ethical quotient would know what to do when faced with such an ethical dilemma.

Organizations are located within societies and never above it – which is why every organization in a mature modern democratic society strives to ensure people do the right things modelled after the societal value system. However, it is never easy to decide 'what is right' when an individual comes face to face with a situation that has to be responded to immediately, and for which there are no guidelines provided. It is in such times where members, that is employers or employees in any organizational setting will have to use their minds and decide. 'What is right', is not necessarily what is right only for me, but what is right from the organizational perspective – which for any good organization is the benefit of everyone. This is possible when employees have 'ownership' of the organizational vision. These ownerships develop over a period of time through various processes that are in place within the organization of which 'equity' is the most crucial – that is, are all members treated equally fair is the most important question. Whether the rules are in favor of employees 'helping each other' or 'selfishly competing with each other' decides the basic foundational principles that are in place in that organization. Even if two divisions within an organization are competing to perform better than each other, it is important to focus on how the rules of the game are framed – do the rules favor 'winning at any cost' or are their caveats based on ethical principles such as ensuring fair competition?

Also, once the internal competition is over, how are the celebrations – is it the winning group getting all the rewards or is there a sharing that happens as part of the process that ensures everyone in the organization is celebrating irrespective of which group won?

It is therefore of utmost important that organizations identify and reward people with high standards of ethics – all of them may not succeed in driving the revenue figures upwards, but they will definitely drive the organizational values in the right direction making it possible for such organizations to develop and maintain high ethical standards. There are many different ways in which organizations work to ensure that good values and high ethical standards are maintained. Organizations which succeed in ensuring that those members who uphold basic human values are respected make sure that the organizational culture itself is enriched – there is no better reward an organization can hope for as this is what creates the foundation to building great organizations.

(The Author of the Article is working as Associate Professor at the School of Education, Ajim Prem Ji University and also leads the hub for Education, Law and Policy of the University. He has 20 years of research and teaching experience and he has served on several Government's advisory committees formed to chalk out Education Role Maps. He is closely worked with Dr. K Kasturi Rangan Committee which drafted the New Education Policy and he is a member of Karnataka Task Force established to implement the National Education Policy –2020.)



Ms. Avani Lehar won a gold in Lom air rifle standing and a bronze medal in 50m air rifle standing at Tokyo 2020 Paralympics.

Anti Corruption Messages / Paintings made by HAL School Children





Enriching Organizational Culture Through Values & Ethics

Santosh Kumar Nayak
Additional General Manager (Vigilance)

When we look around in this globalized world, we find talent, intelligence, diligence and other market survival traits by western yardstick in abundance. What is lacking in this cut throat competitive world of market philosophy, is the basic individual human values, which ultimately affects the organization itself. Therefore, enriching organizational culture through values and ethics, is the need of the today.

Skills are necessary but they cannot be effective without human values at work. Without human values in management things can hardly work on long term basis. Management essentially relates to the individuals and ethics. No organization can be transformed without the change in the individual which consequently shape the culture of the organization.

Organizational Culture and Values

Values, the beliefs that lie at the heart of the corporate culture, has been identified as one of the key dimensions of culture. Throughout the world, it is the human contribution that makes the difference between success and failure. And behind every successful organizational endeavor, a value based ethical management philosophy has played a vital role in making this difference. Professional values are not different from personal values. Values are intrinsic to our lives. They add to the strength to our character and righteousness of our beliefs. Values are very important because people act upon his or her values, and values channels behavior, Values shape beliefs, belief lead to perception and perception to action.

We in India, are fortunate to have had a glorious past. The saints, philosophers and scripture writers have shown an excellent insight in the human nature, behavior, intricacies of working of mind and heart, characteristics of nature in all its manifestations, the influence it produces on the activities of human being and interdependence of human and natural phenomena. The traditional spirituality, faith values and ethical are the corner stones of our civilization. And when it comes to value system other than India which is compiled in our ancient scriptures. For example the Gayatri Mantra, it is a prayer to God. It suggests, how much the earliest Indians were keen to adopt whatever was bright, brilliant and benevolent in nature and to pay ultimate respect to them by giving them exalted position of that of God. This also reflects the culmination of the earliest Indians efforts to attain highest intellect, brilliance and enlightenment, thus creating a healthy and happy culture.

Other holy scriptures like Vedas, Puranas, Bhagawad Gita, Ramayan & Mahabharata and many others are full of these wisdoms, which can ensure peace, happiness, progress and Leadership and top management must be responsible for building strong culture with values.

Leader construct the social reality of the organization, they shape values and attend to mission and vision of the organization. goodwill to all, based on the following essential elements of conduct.

- Create wealth to serve the humanity
- Do not go for endless material greed
- It is necessary to involve people with intelligence, emotional and spiritual quotient
- Profit must be based on Dharma
- Enjoy we must, but with detachment.

The ultimate object of the management is fulfilment of goals leading to true human development, social benefit and global welfare.

Some of the profoundest ideas relating to the philosophy of work are to be found in our Bhagavad Gita. It is unique in its stress on work-ethics. That philosophy is always available to help us to achieve, through effective administrative and management techniques and better inter human relationship, our national objectives of total human development and fulfilment of all our people. Now a days falling market indexes all over the globe nothing but an indicator that excessive greed always has disastrous consequences and development and growth must be inclusive and not limited to a few lucky people.

Who will Infuse These Values into Organization Culture?

Leadership is a legacy that prepare others to carry on with courage, determination and the ability to see the larger picture. True leadership in any organization, is the ability to be catalyst for the change, to inspire and persuade people to follow the righteous path, and this way enriching its work culture through values, and making it stand apart for ages to come. Leadership is about taking initiative and being accountable. The values promoted by the leader have a significant impact on the values exhibited by the organization, because of their influence, leader play a major role in establishing the ethical climate of their organization.

Leaders focuses on the needs of followers and helps them to become more knowledgeable, more autonomous. They enrich others by their presence. In addition, a leader has a social responsibility to be concerned with, the needs of the surrounding society and to recognize them as equal stakeholder in the organization.

Leaders can achieve the goal of a healthy organization culture, enriched with ethical values by the following Principles of Ethical Leadership, which are broadly divided into five types.

1. Principles of Respect: It is our duty to treat others with respect. Leaders who respect others also allow them to be themselves, with their creative wants and desires. They approach other persons with a sense of unconditional worth and valuable individual difference. (Philosopher Immanuel Kant)



2. Principle of Service: The idea behind service is contributing to the greater good of others. In practicing the principle of service, ethical leaders must be willing to be follower centered, must place others interests foremost in their work, and must act in ways which will be beneficial to others.
3. Principle of Justice: Ethical leaders are concerned about issues of fairness and justice. They make it a top priority to treat all of their subordinates in an equal manner. Justice demand that leaders place issues of fairness at the Centre of their decision making. As a rule, no one should receive special treatment or special consideration except when their particular situation demands it. In instances where individuals are treated differently the grounds for differential treatment need to be clear, reasonably, and based on sound moral values.
4. Principle of Honesty: The importance of being honest can be understood more clearly when we consider the opposite of honesty, dishonesty is a form of lying, a way of misrepresenting reality. When leaders are not honest, others come to see them as undependable and unreliable. People lose faith in what leaders says and stand for. Their respect for leaders is diminished. As a result, the leader's impact is compromised because others no longer trust and believe in the leader.

But being honest is not just about telling the truth. It has to do with being open with others and representing reality as fully and completely as possible. However, this is not an easy task because there are times when telling the complete truth can be destructive or counter-productive. The challenge for leaders is to strike a balance between being open and candid while at the same monitoring what is appropriate to disclose in a particular situation.

5. Principle of Communication: Leader need to take into account their own and followers' purposes, while working towards goals that are suitable for both of them. This factor is concern for others and concern for the common good means that leaders cannot impose their will on others. They need to search for goals that are compatible with everyone.

An ethical leader takes into account the purposes of everyone involved in the group and is attentive to the interests of the community and culture. Such a leader demonstrates an ethic of caring toward others and does not force others or ignore the intensions of others.

Following these principles, a leader can bring about desirable value based changes in work culture of the followers/ subordinates which will consequently help enriching organizational culture with values that are beneficial to all, in and around the organization.

(The author of this article has joined HAL during 1998 as Finance Officer in Helicopter Division and at present he is working as Addl. General Manager (Vigilance) in Helicopter Complex, Bengaluru)

👉 In a conflict between heart and brain, follow the brain - Swami Vivekananda

👉 An eye for an eye will only make the whole world blind - Mahatma Gandhi



Enriching Organizational Culture Through Values & Ethics

**MD Abdul Salam,
Additional General Manager (Planning)**

Organizational culture refers to the personality of the organization. It is the collection of values, expectations and practices that guide and inform the actions of all employees. Organizational culture is created through consistent and authentic day to day behavior behaviors of a set of employees within the same work environment. This includes

- How they act and engage with the organization.
- The values they ascribe to these actions.
- How personal goals will fit with organizational goals

It relates to how well employees understand the Company's Vision, Mission, Goals and objectives and values that guide them. This means that every employee in the organization should know what company wants to achieve. Employees also need to know that any organizational growth will result in personal growth and professional growth.

Why is a Strong Organizational Culture Important?

A strong, cohesive Organizational culture benefits the company from the inside out. It defines company's internal and external brand identity. Employees prefer to work for a company with a strong culture and a defined set of positive values. Strong Organizational Culture is important because it

- Improves Work Environment and motivates everyone to do their best .
- Improves Quality of Work& performanace
- Improves Employees engagement, motivation and loyalty.
- Breeds Teamwork
- Improves productivity

Values: Individuals and organizations (as a whole) have value systems that influence their attitudes, behaviors, and the ways in which they allocate resources. Values are the backbone of organizational culture. Our values are things that we deem important like equality, honesty, education, effort, perseverance, loyalty, faithfulness etc.

Values are the most important component of organizational culture that helps employees to understand what an organization stands for and what is expected of them. Values that are well-defined, consistent with leadership

actions and behaviors, and woven into the fabric of the organization provide the foundation for culture. When employees understand, share and embrace the values of the organization, they are more likely to act in a way that is in the best interest of the organization and to exhibit discretionary work behavior.

Values that drive organizational Culture

- Innovation
- Transparency
- Creativity
- Diversity
- Collaboration

Company shall embark on these values to maintain a strong Organizational Culture.

Ethics: Ethics in an business environment are a set of principles/norms/morals that guide the employees behavior. Ethics reflect beliefs about what is right and what is wrong. The 7 principles of business ethics are:

- Honesty
- Integrity
- Trustworthiness
- Loyalty
- Fairness
- Respect for others
- Law abiding

If the employees of an organization are strictly following the values and ethics as mentioned above, automatically it will have an impact on the organizational culture

How to improve Ethics in the Workplace?

- Create a consistent Code of Practice or Ethical Code
- Engage with employees and customers
- Reinforce the benefits of the Ethical Code
- Develop leaders/Be a Role model
- Train employees
- Promote and reward ethical behaviors
- Report and address unethical behaviors

How to enrich Company's Culture?

- Listen to Employees ideas, problems & issues to create a better work environment
- Encourage active communication across the organization



- Develop strong employer-employee relationship
- Encourage collaboration between employees to reinforce the idea and to share the knowledge
- Be Transparent. Lack of transparency can breed a culture of secrecy and mistrust, which is very damaging for the organisation.
- Establish strong leadership
- Provide feedback for improvements and appreciation for good work
- Provide challenges and opportunities for development.
- Adopt flexible work culture for improving employee moral and productivity.
- Recognize the value of each employee, their unique attributes and individual contributions.
- Protect Employee Wellbeing
- Build a High Performance Learning Culture
- Provide increased responsibility & trust the Team. Avoid micromanaging the staff
- Empower, educate and develop managers

An organization with a clearly defined culture is a pleasant place to work with. The Company's culture will give everyone shared assumption that helps to know what is expected from them. When everyone knows what's expected of them, it eliminates any uncertainty or ambiguity from their role. which will take the organization to enriching culture. Lack on belief on values and ethics will affect the organizational culture.

Every employee of the organization shall play a significant role in creating a strong organizational culture by imbibing Company's Vision, Mission, Goals and objectives through values and ethics. This would help the company to grow to greater heights. We grow when company grows. Let's us do our part.

(The author of the article Joined HAL during 2007 as senior Manager in Aircraft Division, Bengaluru and at present as working as Additional General Manager in Overhaul Division, HAL Bengaluru.)





मूल्यों और नैतिकता के माध्यम से संगठनात्मक - संस्कृति को समृद्ध करना Enriching Organisational Culture through Values & Ethics

संजय कुमार पाण्डेय
वरिष्ठ प्रबन्धक (राजभाषा),
एच ए एल मुख्यालय

जिस प्रकार किसी भी व्यक्ति के व्यक्तित्व और चरित्र का निर्माण उसके घर में दिए गए संस्कारों से होता है, ठीक इसी प्रकार किसी भी संगठन की छवि भी उसके द्वारा निर्धारित मूल्यों एवं नैतिकता के अनुपालन से सुधरती और बिगड़ती है। हमें संगठन के मूल्यों एवं नैतिकताओं को सदैव ही संजोकर रखना चाहिए।

नैतिकता हमारे जीवन में महत्वपूर्ण स्थान रखती है। नैतिकता के बिना घर, परिवार, गाँव, कस्बा, शहर यहाँ तक कि देश की अवधारणा भी नहीं की जा सकती है। नैतिकता मूल रूप से नीति शब्द से उत्पन्न हुई है। नीति से उत्पन्न भाव ही नैतिकता कहलाते हैं। नैतिकता के मूल ह्रास का कारण मात्र भ्रष्टाचार रहा है। जब हम गलत तरीके से ज्यादा की चाहत करने लगते हैं, तब भ्रष्टाचार जन्म लेता है, जो नैतिकता के पतन का कारण बनता है। किसी भी संगठन को सफलतापूर्वक चलाने में नैतिकता का सर्वोच्च स्थान है।

अगर हम भ्रष्टाचार को खत्म करना चाहते हैं, तो हमें अपने बच्चों को नैतिक शिक्षा प्रदान करनी होगी। नैतिकता के अंतर्गत शिष्टाचार, ईमानदारी, व्यवहार, निष्ठा, समय का पालन तथा अनुशासन भी शामिल हैं।

मूल्य मानवता के लिए अत्यावश्यक हैं। मनुष्य शांति से रह सकता है और अच्छे ढंग से विकसित हो सकता है, जब उसके पास अच्छे मूल्य होंगे। मूल्य हमें मानवीय बनाते हैं और समाज को जीने लायक बनाते हैं। इस प्रकार अच्छे मूल्यों का पालन करना न केवल प्रत्येक व्यक्ति के लिए बल्कि किसी भी अच्छे संगठन के लिए नितांत आवश्यक है।

हरेक संगठन अपने कार्यकलापों को संयमित और उपयुक्त रूप से संचालित करने की दृष्टि से अपने मूल्यों एवं नैतिकताओं का निर्धारित करते हैं। उदाहरण स्वरूप एचएएल संगठन द्वारा निर्धारित सात मूल्यों को निम्नलिखित रूप में देखा जा सकता है -

- ग्राहक संतुष्टि (Customer Satisfaction)
- संपूर्ण गुणवत्ता के प्रति वचनबद्धता (Commitment towards total quality)
- लागत एवं समय संबंधी जागरूकता (Cost and time consciousness)
- आविष्कार एवं सृजनशीलता (Innovation and Creativity)
- विश्वास और सामूहिक भावना (Trust and Team Spirit)
- व्यक्ति के प्रति आदर (Respect for Individual)
- सत्यनिष्ठा (Integrity)

हर संगठन मान्यताओं और मूल्यों के आधार पर ही अपना भविष्य तैयार करता है। अंत में बस यही कहा जा सकता है कि जहाँ चाह, “वहाँ राह” के सिद्धांतों पर अपना कार्य पूरी ईमानदारी और निष्ठा से करते हुए संगठन का भविष्य उज्ज्वल बनाया जा सकता है।

“सफल संगठन की यही पहचान, मूल्य-नैतिकता का रखते ध्यान।”

(The author of the article Joined HAL during 2002 as Asst. Official Language officer at Lucknow and at present working as Senior Manager, Official Language at Corporate Office, Bengaluru)



A. Francis Justin
Manager (HR)

Enriching Organizational Culture Through Values & Ethics

1. INTRODUCTION

Culture refers to the collective way of life or a way of doing things. It is the sum of attitudes, values, goals, and practices shared by individuals in a group, organization or society. Culture reflects the moral and ethical beliefs and standards that inform how people should behave and interact with others in the organization. Ethics are principles, values, and beliefs that help us define what is right or wrong. For organizations they are the values that the organization demonstrates in its goals, policies and practices and are the heart of the workplace culture. Values will inspire value-creating efforts as employees feel inspired to do what is right, even when the right thing is hard to do.

2. MANAGEMENT RESPONSIBILITY

Many organizations think and believe that ethics is a subject matter of individuals and not much can be done about it at the organizational level. On the contrary, creating an ethical culture in organizations requires organizations think about ethics as not a belief system of individuals but as an organization design problem which can be designed and developed in the minds of its employees. Thus organizations have enough scope for enriching organizational culture through values and ethics. There are four critical features that need to be addressed by organizations while designing an ethical culture:

- i. Make values explicit
- ii. Actions during Decision Making
- iii. Providing Incentives
- iv. Establishing Cultural Norms.

i) Making Explicit values

Organizations express its core values by way of its Vision and Mission Statements that are widely shared within the organization and also with their external stake holders. Leaders can refer to it while creating and implementing any new policy or initiative and note its connection to the company's values when addressing employees, thus reinforcing the broader ethical system. Employees will be able to see how ethical values influence the company's practices. Thus the core values do not just appear as statements on paper but it guidesthe company policies and

procedures on hiring, training, promoting, transferring and all its other functions and operations so that core ethical principles are deeply embedded throughout the organization. Policies and practices should be clearly anchored to the stated values as the Vision and Mission.

ii) Actions during Decision making

Ethical lapses can be reduced in a culture where ethics are at the center of attention at the time of decision making. Most people do not have difficulty in knowing what's right and wrong but have difficulty in keeping ethical considerations top of mind when making decisions. For example, everybody will agree that it's wrong to snatch away someone else's chances of being recruited or promoted but fail to decide correctly when faced with an actual situation of selecting a candidate a job or attain a promotion by helping through a friend, a family member, or a business school classmate land. Behavior tends to be guided by what comes to mind immediately before engaging in an action. Hence, helping a friend necessarily hurts the chances of people you don't happen to know.

iii) Providing Incentives.

Incentives are rewards for positive behavior or outcome. Aligning rewards with ethical outcomes is an obvious solution to many ethical problems. Along with earning an income, employees care about doing meaningful work, making a positive impact, and being respected or appreciated for their efforts. For example, if any employee is making people's lives meaningfully better in some way or the other, pointing that out openly will encourage future ethical behavior. It may even improve performance, because the reward is aligned with ethical motivation.

iv) Setting up Cultural norms by top management

Most leaders intuitively recognize the importance of “tone at the top” for setting ethical standards in an organization. Top management can definitely influence and prove to be a more significant driver of employees' behavior. Good leaders produce good followers; Leaders can encourage an ethical culture by highlighting the good things employees are doing instead of focusing on cautionary tales on unethical instances in the past. Thus focus should be on ethical beacons people who are putting the mission statement into practice or behaving in an exemplary fashion rather than focusing on ethical black holes in the organization.

3. PUTTING ETHICAL DESIGN INTO PRACTICE

As a leader of an Organization or a Department or a section deciding to create an ethical organization and ethical culture should create contexts that keep ethical principles top of mind, reward ethics through formal and informal incentives and opportunities, and weave ethics into day-to-day behavior. From a Human Resources point of view are some of the examples.

i) While Hiring:

First impressions are inordinately powerful. For many employees, an organization's values are revealed during the hiring process. Although interviews are typically treated as opportunities for identifying the best candidate, they also begin the culture building process. Highlighting values in the interview reveals their importance to the organization. It is one piece of a broader system that draws attention to ethics.



ii) While Appraising of Performance:

Ethics can also be woven into the design of performance evaluations to highlight their importance to an organization as well as to reward and encourage good behavior. Executives may be rated on performance parameters such as “nurtures commitment to Ethical values and behaviour” “confronts actions that are, or border to the unethical behaviour,” and “establishes an environment in which uncompromising integrity is the norm.”

iii) While Rewarding:

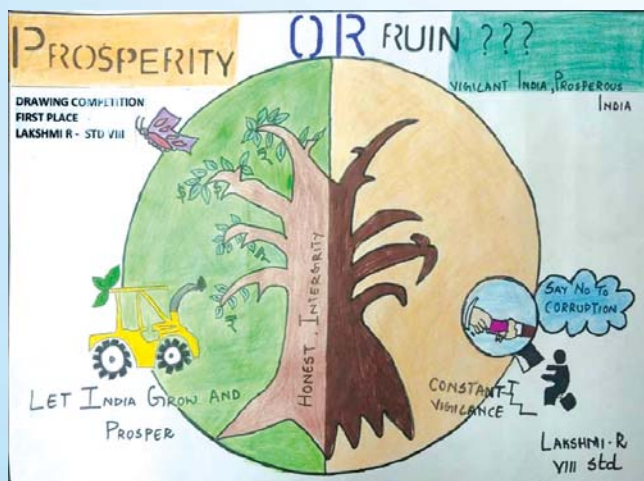
Leaders can reward ethical actions by showing employees the positive impact of their work on others and recognizing their actions in presentations and publications. They can also create opportunities within the organization to behave ethically toward colleagues. Managers may be randomly assigned to perform some acts of kindness for certain fellow employees in a month. Not only will this increase the number of kind acts observed within the organization, but recipients are also more likely to subsequently do kind things for other employees, demonstrating their ethical behavior.

4. CONCLUSION

No company will ever be perfect, because no human being is perfect. Many companies have serious ethical lapses. Real people are not purely good or purely evil but are capable of doing both good and evil. Organizations should aim at designing a system that makes being good as easy as possible. That means attending carefully to the contexts people are actually in, making ethical principles foundational in policies and procedures, keeping ethics top of mind, rewarding ethical behavior through a variety of incentives, and encouraging ethical norms in day-to-day practices. Doing so will never turn an organization full of humans into a host of angels, but it can help them be as ethical as they are capable of being.

(The author of the article Joined HAL during 2006 as Executive trainee (Personnel) in Helicopter Division and at Present working as Manager, HR in MRO Division, Helicopter Complex, HAL Bengaluru.)

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