Integrity a way of life...
Candour
सत्तर्कता विभाग की गृह पत्रिका
House Journal of Vigilance Department

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Disclaimer: The views expressed in the Journal are not necessarily of the Management
I am delighted to note that the Corporate Vigilance has brought out the 19th Edition of “Candour” coinciding with Vigilance Awareness Week. I congratulate the CVO and the Vigilance Department of POWERGRID bringing out this year’s edition of Candour.

The articles in this year’s Candour focus upon the theme - “Integrity — A way of Life”. Integrity is a personal trait and the collective integrity of all its stake holders forms the character of the organisation. Compromising one’s integrity will erode the individual’s moral strength and also lowers the esteem others have for that individual. it will also put the organisation’s reputation at risk besides causing financial losses. Through this message I would like to seek commitment from each one of you for an honest and transparent working in all spheres of our operations.

I wish all the readers of Candour great success, both in their personal spheres and for the overall growth of POWERGRID.
Message from CVO

It gives me great satisfaction to present the 19th Edition of “Candour” to its discerning readers. In the journey of POWERGRID from a transmission conglomerate of half-a-dozen companies to Maharatna in three decades, the Vigilance Department of POWERGRID has played a significant role in shaping the vibrant character of the organisation.

In a business organisation like POWERGRID, time-bound and transparent decision-making by all its employees is most crucial. Honest mistakes cannot be entirely ruled out when decisions have to meet stiff timelines. These should not be viewed adversely with the benefit of hindsight. Only a free and fearless mind can be innovative and imaginative and thus add value to the organisation. This aspect is not lost on us in Vigilance. However, the organisation has to be insulated against blatant abuse of power and unscrupulous activities through continuous systems-improvement measures and exemplary deterrent action.

With its newly acquired status of Maharatna, POWERGRID is at a new cross-roads where new-age thinking, innovative ideas, faster compliances will be of essence in its next phase of growth. Towards this end, POWERGRID Vigilance shall extend its wholehearted support to the employees and Management.

POWERGRID Vigilance is fully geared to cater to the changing environment in and around the organisation and is working hand-in-hand with Management to do away with archaic rules and usher in progressive policies with a systems-approach. This in turn will facilitate quicker, transparent and more efficient decision-making in key areas. I look forward to the support of one and all in this endeavour and wish success and prosperity to all readers of Candour amidst exciting events during this Vigilance Awareness Week (28th October, 2019 to 2nd November 2019).

(Deepak Kashyap)
In the Annual Performance Appraisal Report (APAR) of Indian civil servants/public sector executives, there are two columns as crucial yardsticks of his/her capacity for good governance: ‘Health’ and ‘Integrity’. You fall short in either, if not both, and your career progression nosedives. Few realize though, that these two seemingly distinct attributes are intrinsically linked, and in fact flow largely from a single fountainhead: Ethics. Intriguingly, the word ‘health’ in Old English, means ‘wholeness’, and the word ‘integrity’, derived from Latin integer, also means ‘wholeness’. No wonder, some of the world’s greatest despots suffered from some morbid physical ailment or the other, with calamitous implications for human civilizations. Mussolini had an incurable syphilis. Hitler suffered from muscular tremors symptomatic of Parkinson’s disease. And Stalin suffered from atherosclerosis of the brain arteries.

Fewer still are those who realize that Ethics, in turn, flows from that most powerful attribute that single-handedly lifts mankind from the pulls of animal living: ‘Spirituality’. The link – as we descend from the finer to the coarser – could in nutshell be put down as something like:

Spirituality → Ethics → Integrity → Health → Good Governance.

Power of Thought:

Paramhans Yogananda, who was revered no less by the West than by the East, quotes his legendary Guru, Swami Yuketeshwar Giri in his best-selling ‘Autobiography of a Yogi’ as instructing him thus: “Man is a soul, and has a body. When he properly places his sense of identity, he leaves behind all compulsive patterns. So long as he remains confused in his ordinary state of spiritual amnesia, he will know the subtle fetters of environmental law.”

Yogananda concludes by adding his own incisive observation thus:

“The deeper the Self-realization of a man, the more he influences the whole Universe by his subtle spiritual vibrations, and the less he himself is affected by the phenomenal flux.”

Scientists at Institute of Noetic Sciences, the American non-profit para-psychological research institute, and elsewhere, have demonstrated that influence of intention on water can be detected in ice crystals formed from that water. Positive intentions produce well-formed, aesthetically appealing crystals and negative intentions yield poorly formed, asymmetric crystals. Research also shows that tentative and random thoughts are in some way linked to quantum physics: all sub-atomic particles are in a state of potentiality, and by the act of observation, any one state is
actualized. Quantum physics reveals that the whole universe is actually a series of probabilities. Matter darts from one spot to another without moving through the intervening space. Information moves ‘timelessly’ across ends of the universe. Our mind shapes the reality that ‘pops’ out of an infinite ‘cloud’ of probability which essentially is energy entwined with consciousness.

Thus, all the options coexist in varying degrees of probability. When we mentally pick one option, the other options cease to exist for us. It follows then, that our own layers of consciousness create our Reality, and by extension, our events and Destiny. This is as much true of a nation or a society as of an individual. More and more companies, institutions and nations, especially in the West, are therefore, turning to Yoga and spiritual practices such as pranayama, meditation and ‘fire-walking’ as management tools for ethical conduct, good governance and superior performance. Increasingly, organizations realize that the way to better management and greater efficiency lies not in predatory competition, stressed employees and exploitative environment, but in symbiotic collaboration, motivated workforce and empathic management.

The adage “nice guys finish last” is passé and winners are coming more often from among those for whom winning is not everything. Two of the 21st century’s greatest achievers and managers in Bill Gates and Warren Buffet are also known for their simple living and ethical conduct, exemplified in their self-effacement and low-key charity. Mr. E. Sreedharan, the renowned ‘Metroman’ of India was among the first few top managers – that too in public sector – to recognize the essential linkage of ethics with spirituality on one hand and good governance on the other. While inculcating a new work culture in Delhi Metro Rail Corporation that later became symbolic of excellence and aspirational for all government departments/PSUs, he started by introducing regular yoga/mediation sessions for the office employees. And he realised that ‘Ethics’ in this context, is not confined to work ethics, but means much more that has intangible dimensions, but gives tangible results. So often in the Indian context, a civil servant is called upon to swim against the current and stand up against the high and mighty, should he be inclined to safeguard public interest. What would enable him/her to endure the inevitable trials and tribulations in the process, is not strength of the flesh, but the force of spirit welling out of high morals and inner reserves.

**Mirror Neurons:**

Neurologists in recent times, through powerful brain-imaging techniques such as fMRI, have found “mirror neurons” that fire when a subject acts and also when it observes the same action performed by someone else. These neurons thus “mirror” the behavior of another, as though the observer were itself acting. Although preliminary studies involved monkeys, brain activity consistent with that of mirror neurons has since been found in cerebral cortex of humans as well. V.S. Ramachandran, Director of the Centre for Brain and Cognition in University of California, says: “we used to say, metaphorically, that ‘I can feel another’s pain’. But now we know that my mirror neurons can literally feel your pain. Mirror neurons dissolve the barrier between you and someone else.” He calls them ‘Gandhi neurons’. This actually provides a neurological basis for that noblest of human emotions and precursor to ethics: ‘empathy’. Although all human beings are hardwired to empathy, individuals vary from being intensely empathetic to being almost lacking in empathy. The discovery of mirror neurons in humans holds exciting promise to not only diagnose individuals more likely to exhibit cruelty and ‘inhuman’ behavior through mapping
of mirror neurons implicated in empathy, but also open up possibilities of raising empathy levels in individuals through neurological intervention simulating meditation.

Each day, we are getting inundated with news of latest breakthroughs in Artificial Intelligence that would permit robots to match or surpass human intelligence. Exciting as it sounds, even scientists warn of its ominous implications. The idea of being able to scientifically substitute genes of lust, envy and aggression among humans with those of peace, love and affection in quest of a better society, on the other hand, is reassuring, to say the least. Be it through meditation, or through neurological intervention: there is no denying that in an atmosphere of overall ethical decline, efficient administration cannot be secured through mere legislation or administrative supervision. The challenge for us, therefore, is not to “perform or perish”, but to “improve or perish”.

Contemporary India:

Talking specifically of the Indian context, the surge in scams, riots, rapes and wanton killings that we have been witnessing in the last few decades, are undoubtedly signs of ethical decline and erosion of proper governance. No amount of state-intervention, judicial activism or institutional surveillance – however wellmeaning – is, apparently, having any effect on this juggernaut of self-destruction from the societal point of view. The crisis, if we introspect, is not external, but internal. The Universe, in an incrutable way, has the uncanny knack of giving us back sooner or later, what we have thrown at it. The key to removing surrounding gloom is not in attacking darkness, but in spreading light. Somebody told me recently that in a land as close as Dubai, when two cars bump into each other, the first thing that the two men behind the wheels do is to come out and embrace each other with the expression that ‘God wanted the two souls to know each other well this way’. In my recent US visit, I found the Americans everywhere smiling indulgently at me – a perfect stranger – ‘forcing’ me to smile back at them as often. The need for policing and state-intervention in such societies diminishes manifold, opening up resources for more productive usage. Compare this with the road-rage that we see every day in metros like Delhi. Unsurprisingly, we need the courts, the police and even the army, to settle our small disputes that, stoked by our own inner greed/aggression and outsiders’ vested interest, flare up in no time to devastate the whole country. An inner cleansing with ethical refinement is therefore, the best recipe for ‘minimum government and maximum governance’: the hallmark of good governance.

I would end with a contemporary quote from Kaushik Basu, former chief economist of the World Bank: “As we see one corruption scandal after another break in India, banks being looted, politics turning vile, with people being taught to hate others and guard only their own group interest, if we want to turn around the corner, it is not enough to just get our fiscal policies right, exchange-rate strategy right, and taxation policy streamlined. We also need to nurture certain individual morals. It is a failure in our education that we have missed out altogether on the importance of individual morality and values.”


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Integrity – A Critical Cornerstone to Effective Leadership

Dr. A Jagan Mohan Reddy

"The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office."

– Dwight D. Eisenhower

Introduction

One important quality that anyone can develop to enhance every part of his/her life, is the value of integrity. Integrity is the core quality of a successful and happy life. And having integrity means being totally honest and truthful in every part of one’s life. In other words, integrity is about aligning the inner world of our beliefs, ethics, commitments, values, and desires with our actions and behavior in the outer world. When we look at leaders we admire, the singular trait that stands above all is integrity. Integrity, is the Latin word integritatem, meaning “soundness” or “wholeness.” Therefore, a person with integrity is solid and whole. They are not “flaky” or “double-faced” - what you see is what you getwill with them. So integrity is one of the most respectable aspects of human behavior.

Warren Buffett once, said: “You’re looking for three things, generally, in a person - intelligence, energy, and integrity. And if they don’t have the last one, don’t even bother with the first two. I tell them: Everyone here has the intelligence and energy; you wouldn’t be here otherwise. But the integrity is up to you. You weren’t born with it and you can’t learn it in school.”

Why It’s So Important?

A lot has changed since industrial revolution took place and people are now talking about fourth industrial revolution in which disruptive technologies like artificial Intelligence(AI) are changing the way we live & work. But time has not reduced the importance of integrity as a leadership trait. When a leader demonstrates integrity, he draws others to him, as he is trustworthy and dependable. Because people feel he is principled and can be counted on to behave honorably under any circumstance. In other words, the leaders who live with integrity inspire followers and the positive effects are felt by everyone around them. Hence, it is not surprising, that the leader’s integrity has a huge impact on an organization's culture and its performance.

According to a survey by Robert Half Management Resources (of over 1,000 office employees and more than 2,200 chief financial officers), both employees and CFOs rated integrity as the most essential leadership trait. This means that people are willing to work for those who are ethical, act with integrity, treats them right and do what’s best for the business. And let's not forget the fact that the Leaders with integrity in fact strengthen the business. Companies with strong, ethical management teams attract investors, customers and talented professionals.

According to David M. Long, Assistant Professor of Organizational Behavior at the Mason School
of Business at the College of William & Mary, integrity is one of the three key pillars of a leader’s trust worthiness. And the link between integrity and trust cannot be overestimated in the leader-employee relationship. At the end of the day, Long says, executive leaders are judged on character and competence and character includes integrity.

Business Insider shares that personal integrity is most important because people trust you & do business with you. And this means that even large and international brands are judged daily by the quality of its leaders. Further, leaders with integrity gain the trust of their colleagues and inspire them to do better. Fraud specialist and ethical author, Dr. Christopher Bauer argues that integrity is most crucial at the helm of any organization. Leaders need to model and actively reinforce integrity for everyone in the company to create a culture that values integrity. A Learn Loft post of 2018 warns about the risks of ruining the entire organizational culture if its leader does not practice this virtue. Bad leaders forget the importance of their words and can say false things or make promises which they do not keep, thereby impacting the morale and company culture.

Having understood the importance of integrity, let’s look at few cases where lack of integrity cost the leaders and their companies:

Case of Satyam

As we all know, Golden Peacock Awards are recognized as the hallmark of corporate excellence worldwide, because of their independence, integrity, transparency. Satyam Computer Services Ltd., won the coveted Golden Peacock Global Award for Excellence in Corporate Governance for 2008. But in the very next year, the company was hit by an accounting scam perpetrated by its founder B Ramalinga Raju which came to light in January 2009. Raju resigned his post and revealed that he manipulated the company’s accounts, increased the revenue of the company & ultimately caused a loss of Rs. 14,162 crores to the investors. This was India’s biggest corporate fraud case quoted as the Enron scandal of India. Later the company was acquired by Tech Mahindra.

Chanda Kochhar’s fall from grace

Chanda Kochhar was the first woman to head an Indian bank. She was consistently ranked for over a decade among the country’s most powerful women. But see the destiny, she was forced to resign from post of MD & CEO of ICICI Bank over clash of interest, while discharging her duties.

In March 2016, shareholder activist Arvind Gupta, founder and trustee of Indian Investors Protection Council, wrote to PM Narendra Modi red-flagging “the illicit banking and commercial relationship between Videocon Group of Venugopal Dhoot and ICICI Bank’s MD & CEO Chanda Kochhar’s family”. The issue was Kochhar’s husband, Deepak, reaping windfall gains from his association with Dhoot, whose company was a large debtor to ICICI Bank. However, RBI which conducted a detailed probe into the matter, on PMO’s reference, found no proof of any such reciprocal benefits being extended by ICICI Bank to the Videocon Group. Subsequently, ICICI Bank’s board reviewed the bank’s internal processes for credit approval and declared them robust, expressing full faith and confidence in Kochhar’s leadership.

Later CBI conducted a preliminary enquiry against Deepak Kochhar to look into the allegations. SEBI also sent a notice to Kochhar, seeking her response on the alleged non-compliance with disclosure norms in dealings with the Videocon Group and Nupower Renewables, a company co-founded by her husband. In the face of the growing ruckus, ICICI Bank’s board instituted an independent enquiry. The interim report gave the bank a clean chit, but in view of the doubts expressed, The bank appointed former judge of the Supreme Court BN Srikrishna to head the external probe into the allegations of corporate misconduct against Kochhar.
Then she went on leave and resigned from her position, even before the Srikrishna panel submitted its report. She also exited the Board of Directors of ICICI Bank’s subsidiaries. In January 2019, CBI booked Kochhar, her husband and Dhoot for alleged cheating and corruption in sanctioning loans to the Videocon Group, causing a loss of Rs 1,730 crore to the bank. She was reportedly a part of the sanctioning committee which had approved the said loans. Srikrishna panel found Kochhar guilty of violating various regulations and the bank stopped all unpaid retirement benefits apart from recovering bonuses worth Rs 9.82 crore paid to her since 2009. A criminal case of money laundering has been registered by Enforcement Directorate (ED) against Kochhar and the case is in progress.

It is said that, a prodigal son or daughter can often, through their actions, demolish the carefully earned reputation of a lifetime. And in this case a spouse, i.e., her husband. And see the irony, Chanda Kochhar was awarded the Padma Bhushan in 2011 and the The Woodrow Wilson Award for Corporate Citizenship in 2017- an award that is given to executives who demonstrate a commitment to the common good that goes beyond the bottom line. And she is facing trial. The damage to her as well as the bank’s reputation is colossal & goes beyond just affecting the morale of the bank staff. What about those who looked up to her as a role model and aspired to reach the top? Think of the setback to those who have been arguing for privatization of public sector banks on the grounds that they are cesspools of corruption and inefficiency.

**Volkswagen Case**

Volkswagen sold cars and sports utilities without installing emissions control systems that could have compromised performance or posed an inconvenience to customers. On investigation, the company admitted that it used a software to deceive regulators in the United States and Europe from 2006 to 2015 to sell diesel cars that generated more pollution than U.S. clean air rules allowed. The Judge, who sent VW Engineer to a 40-month prison term in the case, said he hoped the prison sentence and fine would deter other auto industry engineers and executives from similar schemes to deceive regulators and consumers.

**Now let’s look at few cases where people stuck to their values, come what may, and displayed integrity even in tough situations:**

1. **Sallie Krawcheck**

   Sallie Krawcheck took over Merrill Lynch’s wealth management division in the fall of 2009. One of the financial product Merrill had sold in 401k plans, namely Stable Value Fund, was in fact not actually so stable. The team which managed this fund had messed up-something that was supposed to be low risk and maintain its value, but had lost value. Now Krawcheck was in a moral dilemma as to what to do?

   Because, Krawcheck was fired as head of Citi Group’s wealth management division for reimbursing clients for their losses. She felt restless. Because she might lose her job once again at Merrill. Ultimately she decided to compensate the clients for the losses incurred and luckily Ken Lewis, CEO at the time supported her. The lesson we all can learn, especially young managers, is that when our stomach starts hurting we should know that something’s wrong.

2. **Binta Niambi Brown, CEO & Cofounder of Fermata Entertainment ltd., & Lawyer**

   Binta was finalizing a $3 billion asset acquisition and before closing received some information, which if revealed might sabotage the entire deal. And the difficulty was her partner wasn’t reachable to consult & decide. So the choice before her was either to tell her client and risk losing the deal or keep quiet until the papers were signed.

   *She chose to tell the client and her advice*
to some of us facing such moral or ethical dilemmas while deciding:

"It’s the moment where we start giving in to our fears, that’s when people start making really bad decisions that can be very hurtful and harmful to others. People are afraid their piece of the pie is going to be cut up and given to someone else, and so that motivates some of what you see in the business context.”

So let’s remember that sometimes the things we think could really hurt us or embarrass us end up being the things that become our shining, most glorious moments.

3. RK Talwar: A Leader with Values

Here is a case where spirituality as the foundation elevated the level of leadership from the average to extraordinary heights. R.K. Talwar joined the Imperial Bank as probationary officer in 1943 and rose to become the Chairman of it (present State Bank of India) in 1969 at the age of 49. More than his achievements in the professional career, the reputation for honesty and integrity enjoyed by him in the industry drew the admiration of everyone.

In one case, lot of pressure was brought upon him to sanction loans to a party close to Late Sanjay Gandhi, son of the then PM. And he refused in view of their accounts performance. He was sacked by the Indira Gandhi government during the Emergency in 1976. As there was then no provision in the SBI Act to terminate the services of the chairman, the Act was amended to sack him. In other words, Talwar displayed extraordinary courage and integrity by defying the powerful political authorities. This decision of Talwar of upholding his values, is all the more credit worthy because this was during the Emergency, when no one could refuse their political masters.

What to Do?

Yes. It is agreed that leaders need to model and then actively, visibly, reinforce integrity for everyone in the organization. And regardless of job description or title, every leader must be responsible for modeling integrity. However, since executive leaders are the most visible members of the organization, and since they have the potential to cause the most reputational damage, it’s crucial for them to support compliance, accountability and ethical behavior. If they are modeling behavior that lacks integrity, what message they would be sending across to their employees?

In this regard, it’s worth recollecting the following sloka from Chapter 3 Of Bhagavad Gita (BG)

\[
yad yad acarati sresthas, tat tad evetaro janah sa yat pramanam kurute, lokas tad anuvartate (BG, Chap 3, Text 21)
\]

Whatever action is performed by a great man; common men follow in his footsteps. And whatever standards he sets by exemplary acts, all the world pursues.

So a question arises as to, what are the ways for the leaders to develop/display integrity:

There are five ways that leaders can develop and display integrity:

1. Being honest, and treating people well.
2. Be accountable not only to the superiors but also to peers and staff.
3. Doing self-audit frequently and thinking about others you admire & what makes them admirable?
4. Taking regular feedback from your manager, employees and network contacts and acting upon the same.
5. Don’t be afraid to be vulnerable with your staff. Your employees don’t expect you to be perfect, and you can alienate them if you are unable to admit fault when things go wrong.

What else?

As a leader, you can also try the following to demonstrate the values of integrity?
• Keeping your commitments. If you are unable to do so let people know the truth.

• Be fair—Because without trust, there is no leadership.

• Open and direct Communication—Communicate, communicate and communicate with directness and honesty.

• Acknowledge your mistakes and try to learn from them.

• Giving credit where it’s due. Hoarding credit, or waiting until a job is completed, often results in reduced motivation.

Conclusion

While it’s easy to talk about integrity, it’s difficult to practice the same. Nothing creates cynicism among a team faster than a leader who either violates or allows others to violate that trust. When integrity is lacking in leadership, organizations become political and slow-moving, with morale of the employees getting impacted adversely.

Recently two of my friends, on a cold wind night, hired an auto rickshaw to go to their house. None of the auto rickshaws were stopping by them, but one offered to drop them. They thanked him, got in & asked the driver to stop at any small restaurant or a tea shop. When they offered a cup of hot tea, the driver refused, despite repeated pleas. Once they reached their place, one of my friend out of curiosity asked him as to why he refused to drink tea with them at the restaurant.

He thought for a moment and replied, Sir, my son passed away this noon in an accident. I don’t have enough money for his funeral. So I took a vow not to drink even water, until I earn enough money for my son’s funeral. That’s why I didn’t drink tea when you offered. Please don’t misunderstand. My friends both were shocked to hear that and offered some more money for his son’s funeral. But he refused by saying that if he works for few more hours, he will earn the required money. See the strength of his character and integrity. So, Integrity is such an important leadership trait.

As rightly said by Jackson Brown Jr, “Live in such a way that when your children think of fairness, caring & integrity they should think of you.” And, lastly, let me conclude by saying that even, if someone is not in a leadership role, it is integral to being a positive role model and establishing a personal brand.

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Companies today face an increasingly complex operating environment and in the recent years waves of scandals have rocked the global corporate world. These corporate scandals can, in most cases, be traced back to either absence of a compliance policy or a failure in adherence to compliance policies within the organization. To sustain the ever-increasing regulatory scrutiny and prevent further erosion of shareholder’s faith, the need of ethical and fair business practices has become paramount. In today’s world when it takes no time for a mistake to be broadcasted on social media, an unethical behavior can have consequences with significant financial and reputational impact. Over past many years, failure in maintaining a compliance culture continues to figure in the top risks identified by Businesses across industries. But despite increasing attention and resources, not many organizations have made significant and lasting progress in building a sustainable and thriving culture of integrity. While some may see ethical and fair business practices as undesired and even as an impediment, some of the most successful global companies have embraced these essential elements and harnessed the consequential benefits of improved financial performance and competitive advantage in the long run.

Culture of an organization is only as good as that of its employees. This brings to the fore the role of individual sense of integrity in strengthening the corporate governance. A culture of integrity sends a powerful, consistent message to employees that Compliance is everyone’s responsibility.

Driving a change and more importantly sustaining the outcome over time requires concerted efforts of Compliance Officer in the form of tailor-made programs which are designed to address the specific business needs considering the existing business practices and external and internal cultural environment it operates in. Ethics & Compliance is a comprehensive program that helps institutions and their employees conduct operations and activities ethically, in compliance with legal and regulatory requirements; even when doing so is not the road more easily travelled. Creating an effective compliance program is at the core of building a culture of integrity, and it enables detection of concerns and identifies ways to correct and prevent them. The ideal form for a compliance program is one that uses a blend of integrity and compliance-based culture of ethics.

Organizations invest considerable resources in risk assessment and designing Ethics & Compliance program but fail to assess and consider the cultural preparedness needed which is going to decide the effectiveness of implementation of these programs. Without the right culture, even the best Ethics & Compliance programs get reduced to check-the-box activities. Check the box compliance is when the focus is on completing the list of things which have been included in the compliance program. Building a culture of integrity is far more organic than that. In order to create a culture of integrity, organizations must purposely set out to shape it. One must do
such things and in such a manner which engages people, imparts deeper understanding as to why it is important and connects them to the spirit of program. Employees need to understand how their actions impact the success of business and achieve compliance.

Designing and implementation of Ethics & Compliance programs should not be viewed as a one-time event. Rather, it must be embraced as a journey where resources are invested in parallel for preparing the organization culturally to support the continuous implementation of the larger program. Effectiveness of Compliance Programs is put to real test during turbulent times when the business is facing head winds and employees have the reasons and motivations to lose focus on principles of ethics and compliance. These are the times when the inherent culture of integrity coupled with Senior Leadership support plays a pivotal role in keeping the business conduct within the moral parameters designed by the organization.

While there are many factors which separate “good” from the “great” culture, some key ingredients to build a high ranked culture are:

# Implement Standards and Procedures

A Code of Conduct outlines the broad framework of the culture of integrity the organization desires to operate in. It clearly spells out the expectations in terms of values, behaviour, compliance standards and priorities desired towards organizations’ mission and vision. It is a critical medium of spelling out Senior Leadership’s commitment to organization’s culture of ethics and integrity. A Code of Conduct is the Spirit of the Organization which should encompass all employees, irrespective of the tier, contract workers and even third parties who work on behalf of the company. A clearly-defined code of conduct forms the foundation of business with strong values, which attracts and retains talent and drives performance: people want to work for, and do business with, organisations they trust and respect.

While Code of Conduct sets out broad expectations, it is important to have detailed policies, processes and procedures clearly drafted and effectively implemented. Together, they provide a robust infrastructure to support organizations in driving performance and efficiency. Policies & procedures should cover risks and needs across the board from something as simple as clear desk policy to topics as complex as Anti-Money Laundering and accounting policies, as well as emerging risks like Cyber security, Privacy, etc. It is pertinent to highlight that a thoughtful, honest and realistic risk assessment should be the basis of formulating these standards and procedure. This will ensure that they address what matters to the organization and helps its employees understand the underlying need.

Those who are expected to comply should clearly declare an understanding of the Code of Conduct not just once but at least annually to help them stay cognizant and strengthen their commitment. Standards and procedures can never be a substitute for good judgement and it cannot cover every conceivable situation. One should stay alert for any signs of an integrity gray area and ask oneself two simple questions – 1) How would this decision look to others within and outside the organization; and 2) Am I willing to be held accountable for this decision.

# Communicate, Engage & Empower

Creating policies and procedures, of course, doesn’t mean a lot unless they are communicated using a diversity of channels, perhaps across an Intranet if your organisation has one, or in the form of meetings, posters, emails and across digital networks, with the same message across every channel. Nothing can substitute an effective training program to enhance awareness of the employees about the standards and procedures. These programs not only communicate the requirements of standards and procedures but also connect the employees and contract staff with the underlying spirit.
A systematic approach formalized by a training calendar helps maintaining the direction and momentum. A risk assessment is of great help while designing the calendar by enabling a more objective topic selection and using frequency and methodology as levers to support the desired emphasis. Employees and contract staff should be expected to attend these trainings as per the calendar. Although nothing matches the effectiveness of face-to-face trainings, but to balance the need with the resource availability, a blend of methodologies for training delivery may be used. But what cannot be ignored is to ensure employee engagement during the sessions. Short duration trainings with high level of engagement are far more beneficial than long sessions which fail to retain audience attention and interest.

It is important to translate compliance policies into every-day behaviors and standards that employees can relate to. One can bring the policies to life with real life scenarios and quizzes to show what happens when policy becomes action. Delivering the message using real life compliance stories from within and outside the organization help attract employees’ attention, improve engagement and enhance the understanding of the message. In addition to trainings, interim communications reinforce the effectiveness of trainings.

Many Compliance programs focus only on misconducts and consequent disciplinary actions. What gets overlooked, at times, is the importance of recognizing positive behaviors. Visible recognition of ethical behaviors of employees not only motivates them to keep up the good work but also motivates others to join the league. Leaders can help staff members identify with the organization by rewarding them for exhibiting company values that align with ethical ways of doing business.

A well-planned training & communication program delivered effectively can help regulate individual behavior and reduce instances of wrongdoing. Employees who are trained well and enough feel empowered to take decisions if that means doing the right thing.

# Tone at all levels

Displaying the values and training the employees help, but the employees look up to the leaders on how they demonstrate those values through their actions. Leading by example helps employees to align their moral compass with that of the organization. One can never overestimate the importance of Senior Leadership taking the lead by demonstrating their commitment to highest levels of integrity both in their words as well actions. Leaders have a responsibility to be seen as champions of integrity and talk about it with their teams regularly.

Despite Senior Leaders owning this critical responsibility, much hinges on middle management’s ability to translate tone at the top into the practices that drive everyday behavior. Every people manager is a face of Compliance to their team. Compliance leaders should remind managers of their impact on employee behavior and press them to demonstrate consistency between what they say and what they do. Ensure that managers send consistent, strong messages to their direct reports about what positive ethical behavior looks like and let them know that the organization counts on each one of them to be the Voice of Integrity.

Employees’ perception of culture and the decisions they make is greatly influenced by their peers. Nominate compliance ambassadors from various functional teams who engage with small groups on various compliance topics and help strengthen the culture of integrity. Organization must focus on developing a culture where compliance is seen as everyone’s responsibility.

The attitude and management style of organizational leaders directly impact organizational outcomes. By training your managers and employees to create and nurture a culture of compliance, leaders lay the building blocks for organizational success. In a tough
commercial climate, make sure teams know that cutting corners isn’t an option – i.e., business needs tone from the top and from the middle.

# Enable Open Reporting

Underpinning the standards and procedures is the establishment of an Open Reporting culture. Management should foster an environment where workers feel comfortable speaking up when they think that something may be wrong. Organizations that wish to create a strong culture of integrity will have to provide safe and reliable ways to report potential violations through multiple channels. Extended Compliance network in the form of volunteer Ombuds persons can prove to be an effective channel of reporting for employees because of proximity and trust. However, investments must be made in developing such network, making it known to the employees and performing periodic assessment of effectiveness to ensure that employees trust the network. Additionally, anonymous routes of reporting should be provided although a healthy culture would witness fewer anonymous concerns. Organization wide events like Integrity Week with different themes and programs work wonders in rejuvenating the spirit of integrity. They provide an opportunity to connect with the employees, activate the compliance network and stimulate the way employees think about integrity.

Almost every survey underscores that the biggest deterrent for not raising concerns is the fear of retaliation. And so, it is crucial to assure employees, not just by words but also actions, that the organization believes in and has strongly enforced a policy for zero tolerance against any form of retaliation. Reinforce this message with employees by sharing case studies, key metrics of the concerns reported and emphasize the value organization places on their raising concerns. This works two-ways. It reminds employees of what constitutes unacceptable behavior and it also demonstrates how the concerns are handled. Employee’s faith in the effectiveness of the Open Reporting process is key to its success. So, it is important that every reported concern is timely acknowledged, recorded and properly investigated and feedback of the conclusion is provided to the concern raiser. Centrally maintaining records of all concerns reported, investigation reports and conclusions arrived helps analyze this data and identify trends, problem and focus areas and drive specific actions.

# Monitor and Adapt

Monitoring for violations of laws, policies and standards of is an essential element of any Compliance program. Compliance programs should also be subjected to regular audits to assess the effectiveness and identify areas for improvement. Results of the audits should be shared with the organization’s compliance officer for analysis of the risk environment and implementation of any needed improvements.

Integrity matters. It matters to employees, customers, suppliers and stakeholders. In a matured culture, Integrity is not seen as enforcement, rather it is cherished as a trait which makes employees proud. A positive workplace compliance culture promotes pride and accountability among workers. When employees feel they are doing business ethically, they feel invested in the organization. Building that culture takes time, but leadership engagement will help. When leaders take the lead in strengthening the climate, organizations can embark on the journey of creating a strong culture of integrity that will benefit their organizations significantly in the coming years. Time taken to drive a culture of integrity is time well-spent. Organizations that truly care about a culture of integrity and compliance and are constantly looking for ways to improve will be the ones to emerge as winners in the long run.

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Let us now explore some of the instances where we can find some of the above exhortations.

The motto of John D. Rockefeller in his early life was to only earn money. He neglected his family, friends and community. All he wanted was to make more and more money and to hoard every penny of it. At the age of 53 he was on the verge of death due to a mysterious digestive problem. Doctors told him that he must stop worrying and relax or he would be dead soon. During this period he realized that the money he accumulated did not bring happiness to him. It was at this point Rockefeller started donating his millions away. He realized that his love for money was taking away his life. Rockefeller learnt about happiness, about optimism, about life beyond obsession with work. This freed him in a way that he had never known before, providing balance as well as adding another 44 years to his life. Thus blending two elements of integrity i.e. humility and generosity in his work life Rockefeller gained his health as well as reputation for ever. (1)

Mahatma Gandhi lived the life of non-violence, and through his strength of character was able to lead the entire nation to independence. There are many interesting stories about the Mahatma related to non-violence and non-attachment.

One such story describes how Gandhi was boarding a train. Just as he was going inside, one of his shoes slipped off and got caught on the
track. He tried to pull it but could not. People standing near watched him. When he was unable to pull the shoe from the track, he took off the other shoe as well and threw it on the track right at the spot where the first one was stuck.

The astonished passengers asked, “Why are you throwing the other shoe onto the track” Gandhi replied, “The poor man who finds the shoe lying on the track will now have a pair he can use.” There are many lessons in this story. First, most people would be so upset about losing one shoe. They would be upset, hassled and distressed. If they are without shoes, then they would have to go barefoot, or wait to buy another pair. Their whole journey would be affected by the loss of the shoe.

What did Gandhi do? He did not let the loss of the shoe mar his clarity of thinking. Rather, he weighed the situation, and came up with a brilliant idea. If he could not use the shoe, then someone else should get the help. Even in the loss, he was generous and caring. He thought he could use this as an opportunity to make a contribution to some poor person who might need shoes.

This anecdote also shows us another aspect of the Mahatma’s life, which is non-attachment. When we are not attached to anything, we are free. If someone were attached to his shoes, then his whole train ride would have been caught up in the web of anger, despair and hopelessness. This would have completely drained that person.

By removing his shoes, Gandhi showed how he was not attached to them. He could give them up and move on and spend the rest of his time in productive thoughts, instead of sulking over what could not be regained. Thus, Gandhi freed himself from attachment and gained freedom in return. It also manifests that Gandhi was not perturbed at the time of unwarranted situations. He was calm and quickly decided his next course of action which benefitted the needy and deserving.

How do we inculcate values and integrity in our life?

The answer can be found in the lives of many great men as we have seen in one incident of the life of Mahatma Gandhi.

Lessons of integrity should first come from home. Dr. APJ Abdul Kalam narrated a story of his early life in this issue. His father was elected to the Panchayat board of his village and was made the President. During that time an unknown brought something for his father when his father was not at home and his mother was also busy in evening prayer. Dr. Kalam without the permission of his parents received that something from that stranger. His father on his return home found that something and asked who received it. Upon knowing that Dr. Kalam had received it he scolded him. But then he told Dr. Kalam that if a person in position receives anything beyond his entitlement it becomes an illegal gain. He advised his son that it was not a good habit to accept gifts. He told that gifts are indication of an ulterior motive on the part of the giver and hence a dangerous thing. It is like touching a snake and getting bitten in return.

It should also come from the top of the organizations. In the year 1966, J.R.D Tata was at a Tata Management Training Centre to inaugurate the first programme of Tata Administrative Service. He was barred from entering the dining hall for lunch by Col. Cama, administrator of the center. J.R.D was dressed in a safari suit as he always was, it was the rule of the center to wear a tie for the lunch. As J.R.D was not having a tie with him he had to take his lunch in his room. He did not say anything to the Colonel but abide by the rule of the center. His actions spoke loud and clear. He made a point that the rules of the institutions must apply equally to all, if they are
 Soon after Gandhiji’s return from South Africa, a meeting of the Congress was held in Bombay. Kaka Saheb Kalekar went there to help. One day Kaka Saheb found Gandhiji anxiously searching around his desk. “What’s the matter? What are you looking for?” Kaka Saheb asked. “I’ve lost my pencil,” Gandhiji answered. “It was only so big.” Kaka Saheb was upset to see Gandhiji wasting time and worrying about a little pencil. He took out his pencil and offered it to him. “No, no, I want my own little pencil,” Gandhiji insisted like a stubborn child. “Well, use it for the time being,” said Kaka Saheb. “I’ll find your pencil later. Don’t waste time looking for it now.” “You don’t understand. That little pencil is very precious to me,” Gandhiji insisted. “Natesan’s little son gave it to me in Madras. He gave it with so much love and affection. I cannot bear to lose it.” Kaka Saheb didn’t argue any more. He joined Gandhiji in the search. At last they found it—a tiny piece, barely two inches long. But Gandhiji was delighted to get it back. To him it was no ordinary pencil. It was the token of a child’s love and to Gandhiji a child’s love was very precious.

**How to achieve integrity in our day to day life**

Swami Vivekananda said “Go on doing good, thinking holy thoughts continuously; that is the only way to suppress base impressions. Never say any man is hopeless, because he only represents a character, a bundle of habits, which can be checked by new and better ones. Character is repeated habits, and repeated habits alone can reform character” (CW, 1:208).

Professor S. K. Chakraborty in his book ‘Values and Ethics for Organizations’ writes that values are essential for ‘Becoming’, skills are necessary for ‘Doing’. Values relate to inner world, skills to the outer. Value as means require a clear and deep understanding of what makes an individual truly integrated and stable within. ‘Chittashuddhi’ is the specific Sanskrit term for the purification of the mind/heart. To achieve this integration and stableness mind and heart Prof. Chakraborty suggests practicing the process of ‘mind stilling’ or ‘quality mind’ process.

Stephen R. Covey in his book ‘The 8th Habit’ summarizes the following to develop integrity:

“The best way to develop integrity is to start small, and to make and keep promises. Make promises that may seem so small and insignificant to others but to you represents a sincere effort—exercising for ten minutes, not eating that desert, watching one less hour of television a day and instead reading a chapter of a book, expressing thanks in a letter to someone, expressing thanks in person, praying daily, asking forgiveness, or reading sacred literature for ten minutes a day.

The point is that when you make a promise and keep it, your capacity to make and keep larger promise increases. Continue to do this, and soon your sense of honor will become stronger than your moods. You will develop personal integrity—meaning you are integrated—which will be a great source of power to you. This is truly igniting a small fire until it becomes a larger fire within.”

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Integrity for Ethical Leadership and Excellence

Dr. Shachi Yadav

A war based on Satyagraha is always of two kinds. One is the war we wage against injustice and the other we fight against our own weaknesses. Satyagraha is not a creed for the weak or the cowardly.

(28 April 1935, Addressing the Kisan Conference at Allahabad, U.P.)

-Sardar Patel

Sardar Patel’s view of integrity emphasizes the idea of integrity in the sense of being true to oneself. Integrity is most often related to individual honesty, coherence, and personal commitment to principles.

Integrity a Critical Concept: a virtue tested by fire.

Integrity comes from the Latin word “integrate,” which means complete. Being complete signifies that there is no fault and no cover. Integrity is an essential characteristic of human beings. At present, integrity is considered to be one of the vital features for the smooth functioning of an organization or institution in the modern world. Integrity is “honesty and consistency between a person’s espoused values and behavior.”

According to Webster’s Dictionary, integrity means:

• The quality or state of being complete; wholeness; entireness; unbroken state;
• The quality or state of being of sound moral principle; uprightness, honesty, and sincerity.

Integrity is standing for something and having reasons for taking that stand. A person of integrity is willing to bear the consequences of his convictions, even when those consequences are not pleasant. Integrity for a public officer is honesty and trustworthiness during the discharge of official duties, serving without practicing corruption or abusing office facilities. Integrity in a public officer is reflected in his character with coherence between his/her words and deeds. Integrity involves the extent to which an officer “walks her talk,” and, conversely, the degree to which she “talks her walk.”

Therefore, integrity exists when we act according to our beliefs, principles, or values, not only when we support them in words. A person has integrity when there are some things he will not do in spite of the consequences his refusal may produce. As human beings, we live embedded in a society, and ethics come into play when the interests of others get incorporated into the calculus of personal and business decision-making. Integrity is a social issue that involves consistency between action and principle. It is also very much about adherence to generally accepted beliefs or moral standards. These standards are socially derived, consensually validated, and reinforced, which comply with rightness and justice. A person with integrity will demonstrate behaviors that are based on moral values.

Pragmatist Approach to Integrity

An integrity system is fundamental in ensuring accountability and transparency within an organization. The concept of integrity, thus, is not only apt for discussion in ethics literature; it has a strong connect with excellence in human
behavior. Managers should foster collective effort, build cohesion and teamwork, and manage interpersonal conflict. It is argued that people who are high in integrity make excellent candidates for leadership positions. They will not divert organizational resources, mistreat others, or deceive themselves or others. Having a clear set of values contributes to both leader and organizational effectiveness.

Leaders need to demonstrate trust and reliability because people cannot rally around a leader if they do not know where he or she stands. The credibility of a leader is likely to have a significant influence on trust between a leader and followers. Ethical leadership is critical to a leader’s credibility and his/her potential to exert meaningful influence. The subordinates are inclined to go above and beyond the call of duty for these leaders through their job dedication. Integrity, which refers to adherence to moral principles, captures the essence of ethical values and, therefore, can be seen as an essential driver of ethical leadership. Consistent delivery of promises and commitments is necessary for leadership.

Employee trust in management enhances subordinates’ compliance with organizational rules and laws. It also facilitates the implementation of organizational change. Employees’ trust in their employers is seen to directly influence employees’ contributions to their organizations in terms of performance and intent to remain with the organization.

Ethical leaders also have the courage to transform their moral intentions into ethical behaviors. It remains crucial to be a moral officer, not just a moral person, through implementing moral values and an ethical vision, making it visible by living it out in the organization.

A leader with integrity will, therefore, be perceived as trustworthy, which will lead to trust in that leader. Integrity and honesty should be crucial to the legitimacy and attractiveness of a role model. If a person is high on integrity, he/she will show personal consistency in behavior, which is based on moral values. This characteristic of integrity will be a significant driver for the person to engage in ethical leadership in an attempt to influence followers. The employee will be driven and committed to the work based on the trust he/she has in the leader to make informed and fair decisions regarding the task. Ethical leaders treat employees equally and promote honest and principled decision making. Integrity in public officers results in minimizing the occurrence of fraud. Fraud can be defined as any action taken to deceive another party to gain benefit. Fraud is believed to be among the most critical problems and challenges in the current times.

**Lack of integrity in the Leadership Behavior**

Lack of integrity among public officers contributes to the loss of public trust. Managers earn and strengthen their credibility when they do what they say they will do. Credibility in ongoing managerial relationships appears to be strongly influenced by perceived patterns of word-action congruence, or integrity. A consequence of managers’ low credibility is that the managers’ words lose effectiveness as an instrument of change. Words are one of a manager’s most potent tools for guiding subordinates at all levels of the company. When credibility is sacrificed, the manager damages that tool and is forced into additional actions to show when he or she “really means” what he or she says.

The trust of subordinates in their managers is widely recognized as critically important for organizational excellence. Trust is essential for managing change. The confidence that aides have on their officers necessary for risk-taking and personal risk-taking is integral to organizational change and development. Managers talk a lot about caring for employees, about customer service and creativity. However, implementations of these and other admirable programs are often superficial and can generate more jargon and lofty promises than actual change in routines and underlying values.
Such an absence of integrity by its nature risk generates perceptions of managerial word-action misfit through managerial ambivalence, confusion, and other mechanisms. The divergence between words and deeds has profound costs. It renders managers untrustworthy and undermines their credibility and their ability to use their words to influence the actions of their subordinates. It is difficult for managers to maintain congruence between words and deeds and to ensure that their subordinates perceive this congruence. Integrity is severely challenged in times of organizational change. Integrity deserves notice as one of the pivotal challenges of successful change management.

**Holistic Approach to Bring in Integrity**

Practical guidelines, therefore, would suggest leading through ethical role modeling and developing performance criteria that reward ethical behavior. It would also facilitate fair and ethical solutions to problems and conflict, monitoring fraud and corruption through internal and external audit systems, and promoting a code of ethical conduct.

The organizations with proper internal controls and a robust audit committee are effective in coping with fraud in any practice. In addition to this, training programmes should be developed which aim to create ethical awareness and develop managers’ capacity to find morally justifiable solutions. These should help leaders for dealing with typical moral challenges and dilemmas. The programmes can be rendered to be more productive by using interactive learning techniques like case studies, role play, and coaching.

To make it even more goal-oriented, the organization may plan routine surveys of employees on the integrity index. These surveys may help to assess the extent to which employees perceive their managers’ words lining up with their actions. Perceived gaps might signal a need for a manager to reconsider their espousals and to alter their behavior. As with all such feedback, the confidentiality of the process and the way that feedback is delivered and used require careful attention by the management. In many countries, several public sector reforms, such as the transformation of the accounting and budget system, have been carried out to ensure that public sector agencies are more transparent in delivering their services to the public. Governments can also create a compliance unit across government bodies. It is believed that people will be less prone to corruption if there is “someone looking over their shoulders.” It promotes a culture of compliance and helps to foster the core value of integrity and honesty in any organization, which in turn helps to reduce the risk of fraud. The public sector must be transformed into a reliable and efficient area by ensuring good governance and its proper assessment system.

Enhancing the practices of an integrity system can help achieve the aspiration of stakeholders and ensure accountability in the public sector. Every department and ministry is suggested to report on the ethics, and integrity activities are organized by these departments and ministries to cultivate good governance in the organization. The report should be made available to the public to educate them on the significant step taken by the government to reduce misconduct among its employees. A holistic approach to bring in integrity will prove to be conducive for developing ethical leadership and excellence.

Gandhiji was one of the few people who spoke about real progress or complete progress of a nation, rather than only economic progress. Nearly a century ago, he had the rationale to proclaim that: “Western nations today are groaning under the heel of the monster-god of materialism. Their moral growth has become stunted… I would have our leaders to teach us to be morally supreme in the world.” Gandhiji’s dream is our dream and his vision must lead us through the challenges of the present towards making India corruption free and progressive.

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Nature and Purpose

Departmental inquiry is quasi-judicial in nature. There is a charge and a denial followed by an inquiry at which evidence is led and its assessment is done before conclusion is reached. These facets make it quasi-judicial and attract the principles of natural justice. The purpose of the departmental inquiry is two-fold – on one side, these proceedings are intended to help the disciplinary authority to come to a conclusion as to whether the employee has committed a misconduct and to determine what penalty, if any, should be imposed on him and on the other hand it gives the charged officer an opportunity to defend himself against the charges framed against him and prove his innocence. A departmental inquiry is not a criminal trial. Hence, the provisions of the Civil Procedure Code, Criminal Procedure Code and the Indian Evidence Act are not applicable to such inquiries. “Proof beyond reasonable doubt” prescribed by the Indian Evidence Act is not required. But the charge framed against the employee must be held as proved before any punishment can be imposed on him. The administrative and quasi-judicial bodies are duty bound to act judicially and impartially. If there is a power to decide and determine to the prejudice of a person, duty to act judicially is implicit in the exercise of such power.

The Principles of Natural Justice – Applicability to Disciplinary Proceedings

The disciplinary proceedings being quasi-judicial in nature, the principles of natural justice are applicable to these proceedings. In a departmental inquiry entailing consequences like loss of job. There must be fair play in action.

The principles of natural justice are well understood and firmly established. Nonetheless they are not statutory rules. Principles of natural justice cannot supercede codified law. The purpose of natural justice is to supplement the law, not to supplant it. Hence, if a situation is governed by express provisions of the law or the rules, the applicability of natural justice to that extent is executed. The principles of natural justice come in play only in a situation which either is not governed by a definite provision of the rules or there is a gap between the rules giving discretion to the authorities. For example, the statutory provision that a disciplinary authority may hold the inquiry himself cannot be ignored on the ground that it will violate natural justice.

Hon’ble Supreme Court has evolved certain basic principles of natural justice keeping in view the context of disciplinary enquiries and orders of punishment imposed by an employer upon the employee. The principles are:

1. Natural Justice
2. Fair Play
3. Substantive Right
4. Doctrine of Fair Play
5. Doctrine of Natural Justice
6. Doctrine of Identity
7. Doctrine of Impartiality
8. Doctrine of Transparency
9. Doctrine of Fairness
10. Doctrine of Natural Justice

Executive summary:

Departmental inquiry is quasi-judicial in nature. The principles of natural justice are applicable to these proceedings. The purpose of natural justice is to supplement the law, not to supplant it.
• An order passed imposing a punishment on an employee consequent upon a departmental inquiry in violation of the rules/regulations/statutory provisions governing such enquiries should not be set aside automatically.

• A substantive provision has normally to be complied. The test of prejudice would not be applicable in such a case.

• Procedural provisions are generally meant for affording a reasonable opportunity to the charged officer. Violation of any and every procedural provisions does not automatically vitiate the inquiry held or order passed. Except falling under ‘no notice’, ‘no opportunity’ and ‘no hearing’ categories, the complaint of violation of procedural provision should be examined from the point of view of prejudice, viz., whether such violation has prejudiced the delinquent employee in defending himself properly and effectively. If it is found that he has been so prejudiced, appropriate orders have to be made to repair and remedy the prejudice including setting aside the inquiry and / or the order of punishment. If no prejudice is established to have resulted therefrom, it is obvious, no interference is called for. There may be certain procedural provisions which are of a fundamental character, whose violation is by itself proof of prejudice.

• In the case of a procedural provision which is not of mandatory character, the complaint of violation has to be examined from the standpoint of substantial compliance. The order passed in violation of such provision can be set aside only where such violations occasion prejudice to the charged officer.

• In case of violation of a procedural provision, which is of a mandatory character, it has to be ascertained whether the provision is conceived in the interest of the person proceeded against or in public interest. If it is found to be the former, then it must be seen whether the charged officer has waived the said requirement, either expressly or by his conduct. If he is found to have waived it, then the order of punishment cannot be set aside on the ground of said violation. If, on the other, it is found that the charged employee has not waived it or that the provision could not be waived by him, then the authority should make appropriate directions. The ultimate test is the test of prejudice or the lost of fair hearing.

• Where the inquiry is not governed by any rules / regulations / statutory provisions and the only obligation is to observe the principles of natural justice – or, for that matter, whether such principles are held to be implied by the very nature and impact of order/action-a distinction should be made between a total violation of natural justice and violation of a facet of the said rule. In other words, a distinction must be made between “no opportunity” and no adequate opportunity, i.e., between “no notice”/“no hearing” and “no fair hearing”. In the case of former, the order passed would undoubtedly be invalid. In such cases, normally liberty will be reserved for the Authority to take proceedings afresh according to law, i.e. in accordance with the said (audi alteram partem). But in the latter case, the effect of violation has to be examined from the standpoint of prejudice; and the orders to be made shall depend upon the answer to the said query.

• While applying the rule of audi alteram partem the Disciplinary Authority must always bear
in mind the ultimate and overriding objective underlying the said rules, namely, to ensure a fair hearing and to ensure that there is no failure of justice. It is this objective which should guide them in applying the rule of varying situations that arise before them.

- There may be situations where the interests of State or public interest may call for curtailing of the rule of audi alteram partem. In such situations, the Disciplinary Authority may have to be balance public/state interest with the requirement of natural justice and arrive at an appropriate decision.

**Reasonable Opportunity**

Reasonable Opportunity implied that the delinquent employee should be informed about the charge(s) framed against him and the evidence in support thereof, for it is only then that he will be able to put forward his defence. He is provided opportunity to show that the evidence against him is not worthy of credence or consideration. He is given a chance of cross-examine the witnesses called against him and to examine himself or any other witness in support of his defence. Copies of the previous statements of the witnesses proposed to be examined by the Presenting Officer are given to him to enable him to cross-examine the witnesses. Unless the statements are given, he will not be able to have an effective and useful cross-examination. It is, therefore, unjust and unfair to deny him copies of statements of witnesses examined during investigation and produced at the inquiry in support of the charges framed against him.

The disciplinary authority has powers to inquire into the misconduct by himself or by his delegate and to impose the penalty on the charged officer for a proved misconduct. The charge-sheet, statement of imputations of misconduct, the documentary evidence and the oral evidence in support thereof, need to be supplied to the delinquent. Opportunity for inspection and copies therefore, be given to the charged officer. The charged officer must be given reasonable opportunity to submit his written statement of Defence. In case he denies the charges the disciplinary authority or the inquiry officer, if appointed, shall conduct the inquiry. The prosecution should examine the witnesses to prove the documents to establish the charge of the imputed misconduct. After giving an opportunity of being heard, the Inquiry Officer should consider the entire records and the evidence and submit his report to the disciplinary authority with reasons and findings or conclusions in support of the proof or disproof of each of the charge or charges, as the case may be. He transmits the record of inquiry and his report to the disciplinary authority.

Departmental inquiry, is just one continuous proceeding though there are two stages in it. The first is coming to a conclusion on the evidence as to whether the charges framed against the charged officer have been established or not and the second is reached only if it is found that they are established. That stage deals with the action to be taken against the charged officer. The inquiry consists of recording evidence, admitting documents and generally completing the records upon which the findings would be based. It is only after all the material has been placed on record by both the sides, the stage of recording a finding would arise. It is the duty of the Inquiry Officer to record clearly and precisely his conclusions and to indicate briefly the reasons therefore. The Inquiry Report along with the evidence recorded constitutes the material on which the disciplinary authority has ultimately to act. The non-supply of the copy of the report contravenes the principles of reasonable opportunity.
The Inquiry Officer is merely to conduct the inquiry in accordance with the law and to submit the record along with his findings or conclusions on the charges.

The Inquiry Report together with the findings on the charge would constitute appropriate material for consideration by the disciplinary authority. It is open to the disciplinary authority to agree with the findings of the Inquiry Officer in which event he need not record elaborate consideration or reasoning in support of his conclusions. If the disagrees on some or all of the findings or reasons of the Inquiry Officer, he is enjoined to record the reasons for his disagreement. On the nature of the penalty, though it is discretionary, the discretion must be exercised reasonably, consistent with the gravity of the misconduct. Condign punishment be imposed on the delinquent. Brief reasons in this behalf lend assurance of the application of the mind and consideration given to the case by the disciplinary authority.

**Fair Departmental Enquiry**

The charge-sheet is issued either by the disciplinary authority itself or any authority so authorized by the statutory rules or where there are no rules by a superior authority who can be held to be the controlling authority of the employee. The charges must not be vague.

The Disciplinary Authority should be impartial and must not have any personal cause of bias against him. An authority cannot take the proceedings if the matter concerns himself. Or when he is a witness in the case. A person who is biased against the charged employee is not eligible to hold the inquiry. On the same principle a complainant cannot be a member of the inquiry committee. Similarly, a person who is a witness in a case cannot function as an inquiring authority. The inquiry gets vitiated if it is held by an officer who has pre-judged the issues.

The oral and documentary evidence on which the charge is based is disclosed to the charged officer. He is allowed access to all relevant documents, not only on which the charge is based but also those which are relevant from the view point of defence. The statements made by the prosecution witnesses during investigation are made available to him. If the investigation is relied upon during the regular inquiry, it should also be made available to him. Where the advice of the Central Vigilance Commission is taken into consideration, a copy thereof is supplied to the charged officer.

All evidence is recorded in the presence of the charged officer. He is permitted to cross-examine the witnesses against him. He is also permitted to adduce oral and documentary evidence in his defence and to examine himself, if he so chooses. The charge is proved by the prosecution based on evidence on record. Onus is not on the charged employee to exonerate himself. The findings of the inquiring authority and the disciplinary authority are based on evidence on record.

If the inquiry officer has held the charges as not proved but the disciplinary authority intends to disagree with him, he has to send a copy of the report of inquiry to charged employee along with its tentative opinion giving a show cause notice to the charged employee for making his submissions. Specific reasons for disagreement must be mentioned in the show cause notice. The matter is considered by the disciplinary authority with an open mind. Final decision is taken by proper application of mind. The decision must not be influenced by any extraneous material collected behind the back of the charged employee or not disclosed to him.
Whether delay Vitiates Disciplinary Proceedings

7.0 The Charged Officer has a right that disciplinary proceedings against him are concluded expeditiously and he is not made to undergo mental agony and also monetary loss when these are unnecessarily prolonged with out any fault on his part in delaying the proceedings. In considering whether delays has vitiates the disciplinary proceedings, the Disciplinary Authority has to consider the nature of charge, its complexity, on what account the delay has occurred and finally to balance and weigh them to determine if it is in the interest of clean and honest administration. The disciplinary proceedings is allowed to terminate when delay is abnormal and there is no explanation for the delay.

7.1 Normally, disciplinary proceedings should be allowed to take its course as per relevant rules but then delay defeats justice. Delay causes prejudice to the charged officer unless it can be shown that he is to blame for the delay or when there is proper explanation for the delay in conducting the disciplinary proceedings. It is not possible to lay down any predetermined principles applicable to all cases and in all situations where there is delay in concluding the disciplinary proceedings. Each case has to be examined on the facts and circumstances in that case.

7.2 Disciplinary rules do not provide for any time-limit for instituting disciplinary proceedings except in case of retired Government servants. While a person is in employment, disciplinary proceedings can be started against him for any incident, irrespective of the time of its happening. However, an inordinate delay in initiating proceedings without proper explanation may not be tenable. The delay in issue of charge-sheet ceases to be a vitiating factor if the delay can be explained to the satisfaction of the Court. Each case depends upon its own facts. For example in B.C. Chaturvedi v. Union of India delay in investigation which involved collecting necessary material and collating entire evidence which required care and dexterity was held to be justified in the circumstances of the case. Again in the case of Deputy Registrar, Co-op. Societies, Faizabad v. Sachindra Nath Pandey, the delay of 16 years was ignored because the charges were very serious relating to misappropriation and absconding with the records of the society and particularly, when the department alone could not be held responsible for the delay. Similarly, in the case of G. Sundarasan v. Union of India action taken for forfeiture of pension for having secured the employment by submitting a false certificate for belonging to reserve class was held justified. The fact that he had continued in office for a period of 30 years was held to be irrelevant.

Supply of a copy of Inquiry Report to the Charged Officer

The charged officer is not associated with the disciplinary inquiry beyond the recording of evidence and submission of the written brief on the basis of the material to assist the Inquiry Officer to come to his conclusions. In case the conclusions of the Inquiry Officer are kept away from the delinquent officer and the Inquiry Officer submits Inquiry Report, the charged officer is precluded from knowing the contents thereof although such material is used against him by the disciplinary authority. In a quasi-judicial
matter, if the charged officer is being deprived of knowledge of the material against him though the same is made available to the disciplinary authority in the matter of reaching his conclusion, it would amount to violation of principles of natural justice. The charged officer is entitled to represent against the conclusions of the Inquiry Officer holding that the charges or some of the charges are established and holding the charged officer guilty of such charges. For doing away with the effect of the Inquiry Report furnishing a copy of the report becomes necessary. Using some material behind the back of the delinquent is against a fair procedure. Supply of a copy of the inquiry report along with recommendations, if any, in the matter of proposed punishment to be inflicted would be within the rules of natural justice and the delinquent would, therefore, be entitled to the supply of a copy thereof.

Where the disciplinary authority himself is the Inquiry Officer he becomes the first assessing authority to consider the evidence directly for finding out whether the delinquent is guilty and liable to be punished. Thus, while the charged officer is not entitled to inquiry report when the inquiry is conducted by the disciplinary authority, he is entitled to copy of the report when inquiry is conducted by the Inquiry Officer.

A public servant must get two opportunities to defend himself. He must have a clear notice of the charge which he is called upon to meet before the departmental inquiry commences, and after he gets such notice, the enquiry must be conducted according to the rules and with the requirements of natural justice. At the end of the inquiry, the Inquiry Officer appreciates the evidence, records his conclusions and submits his report. That is the first stage of the inquiry, and this stage can validly begin only after charge-sheet has been served on the delinquent public servant.

After the Inquiry Report is received by the Disciplinary Authority, the disciplinary authority is entitled to consider the report and the evidence led against the charged officer. The disciplinary authority may agree with the report or may differ, either wholly or partially, from the conclusions recorded in inquiry report. If the report makes findings in favour of the charged officer, and the disciplinary authority agrees with the said findings, nothing more remains to be done, and the charged officer is entitled to exoneration.

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Mohan was very shy. As soon as the school bell rang, he collected his books and hurried home. Other boys chatted and stopped on the way; some to play, others to eat, but Mohan always went straight home. He was afraid that the boys might stop him and make fun of him. One day, the Inspector of Schools, Mr Giles, came to Mohan’s school. He read out five English words to the class and asked the boys to write them down. Mohan wrote four words correctly, but he could not spell the fifth word `Kettle'. Seeing Mohan’s hesitation, the teacher made a sign behind the Inspector’s back that he should copy the word from his neighbour’s slate. But Mohan ignored his signs. The other boys wrote all the five words correctly; Mohan wrote only four. After the Inspector left, the teacher scolded him. “I told you to copy from your neighbour,” he said angrily. “Couldn’t you even do that correctly?” Every one laughed. As he went home that evening, Mohan was not unhappy. He knew he had done the right thing. What made him sad was that his teacher should have asked him to cheat.

INSPIRING STORIES FROM GANDHIJI’S LIFE
- Uma Shankar Joshi
Vigilance Activities in POWERGRID

Introduction: Power Grid Corporation of India Limited (POWERGRID), A “Maharatna” CPSE and Central Transmission Utility (CTU) of the country under Ministry of Power is one of the largest Power Transmission utilities in the world. With employee strength of more than 9000 personnel, the Company owns and operates transmission network of about 1,60,937ckm of transmission lines and 244 Sub-stations. The company has been consistently making profits and the net profit for FY 2018-19 was Rs. 10033 crore. Since inception, the company has been rated highest ("Excellent") MoU rating as per benchmark parameters stipulated by Department of Public Enterprise (DPE) for various CPSUs.

Vigilance set-up: POWERGRID Vigilance set-up consists of a CVO, Sh. Deepak Kashyap, IRTS (1985), 44 executives and 23 other officials based at the Corporate Centre as well as ten Regional Headquarters. In its journey towards excellence, Vigilance Department has introduced a number of measures to inculcate Good Governance within the organization with emphasis on Preventive and Predictive Vigilance.

Initiative in Vigilance function: Some of the initiatives taken by Vigilance Department are listed below:

- Identification of sensitive posts: Sensitive Posts have been identified. This will facilitate meaningful rotation of executives from sensitive posts.
- Amendment to CDA Rules: Amended CDA Rules are likely to be notified shortly with approval of POWERGRID Board.
- Timely release / return of Bid security: As per Works and Procurement Policy & Procedures, the bid security of all bidders except the recommended bidder is required to be returned immediately after the recommendation of award of particular package. Prompt release of bid security not only enhances procurement efficiency but also conveys right signals of a transparent and fair bidding process to entire bidding community. Accordingly, on the initiative of CVO Office, a systems improvement circular has been issued, wherein all the responsibility centres shall ensure strict compliance for timely release of bid security and the same shall be monitored on quarterly basis in MIS format.
• Adopting cashless mode of transactions: All payments to contractors, suppliers & employees are already cashless in the organisation. It has also been decided to implement cashless mode of transactions in all transit camps/field hostel/guest houses of the Corporation. A circular has been issued in this regard. POS machines are to be installed in all the installations with tie-ups with leading banks for digital payment. Corporate credit card are to be issued to all ‘Imprest Holders’. With this, 100% cashless transaction is expected to be achieved shortly.

• Process Online Inspection: As an important tool of Preventive Vigilance, Vigilance Department has devised a new dimension of inspection, called Process Online Inspection. The purpose of this inspection is to carry out on-site inspections at critical stages of post award activities such as site development, initial kick-off, excavation, foundation, erection etc. and mitigate the issues on-site. This helps in significantly reducing chances of various irregularities such as substandard work, negligence, non-conformity to technical specifications and creates an air of trust between the construction and the vigilance functionaries.

• Source information and Surprise Inspections: It has been mandatory for each Vigilance officer to collect source Information relating to malpractices in construction activities and other corrupt practices. Based on Source Information, Surprise Inspections are conducted by Vigilance officers. This has not only resulted in detection of major corrupt activities but has also proved to be a great deterrent for potential such activities.

• Annual Property Return: APR has been made fully on line and paperless.

• Creating awareness through SMS and E-mail: Awareness towards rules, procedures, property returns, and other issues relevant to preventive vigilance exercise is being created among employees by way of bulk SMS and e-mail to all the employees of the corporation.

• POWERGRID Whistle Blower and Fraud Prevention Policy: Taking a lead in the fight against corrupt and fraudulent practices, “The Whistle Blower and Fraud Prevention Policy” has been formulated and implemented in POWERGRID.

• Extent of IT usage and the E-Governance: Various processes implemented by leveraging Technology to bring about greater transparency in the working of the Corporation include (i) E-billing & E-payments, (ii) E-procurement & E-Reverse Auction, (iii) E-auction, (iv) On-line tracking
of status of bill by the Vendors, (v) Online inspection Management system, (vi) Online Complaint Handling System, (vii) Rules and Policies published on the website, (viii) Online status of Sub-Vendor registration through POWERGRID website etc. POWERGRID implemented Bill Tracking System for timely payment to the contractors/ suppliers / service providers.

• Vigilance Awareness Week, Training / Workshops on Preventive Vigilance, RTI etc.: Training / workshops on preventive vigilance and programmes on “Ethics and Values” for all level of employees are being organized at Corporate Centre and all the Regions every year. Vigilance Awareness Week is being organized with a focus on creating awareness among our employees and also among the general public including school / college students.

• E-procurement & E-Reverse Auction: e-Procurement route is implemented in almost all the procurement possible. Further, e-reverse auction has been made mandatory for all the tenders of the value of more than Rs. 2 crores except a few areas such as consultancy etc.

• Standard Operating Process (SOP) for Vigilance Matters: In the light of extant DOPT instructions, CVC guidelines and POWERGRID CDA Rules, SOP for complaint handling, investigation and disciplinary proceedings in Vigilance related matters has been formulated. Specific guidelines have been issued to all Regional Executive Directors and Regional Vigilance to ensure compliance of these provisions.

• Uniform Notice Format for crop & trees compensation: On the intervention of the Vigilance department, uniform Notice format for crop & trees has been formulated and circulated to all regions in order to have a unique format, all over POWERGRID.

• Methodology for fixing hiring charges: In line with comments and suggestions of Vigilance department, methodology for fixing hiring charges for POWERGRID owned Testing Instruments/ T&Ps is formulated and circulated.

1. Conclusion: POWERGRID has a very crucial role to play in the economic growth of the country. In addition to leveraging of technology, the Vigilance Department has strived to implement a well-defined process and procedures and other preventive measures to keep the corruption under check without creating any fear psychosis among the employees. These system improvements have also resulted in ease of doing business and increase of faith of stakeholders in the system.

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कार्यस्थल पर कंक्रीटिंग कार्य के दौरान
ध्यान रखने योग्य जानकारी

शाफिक और स्थायित्व (Strength & Durability):— एक टिकाकर (Durable) कंक्रीट वह है जो अपनी सेवा अवधि (service life) के दौरान, प्रतापसिद्ध वातावरणीय जीवित स्थितियों (expected Environmental Exposure condition) के दौरान काम के माहौल में, संलग्न नकारात्मक प्रदर्शन करता है।

इसलिए, स्थायित्व हेतु पर्यावरण एकसमूह की स्थिति के प्राकृतिक विधानों के अनुसार w/c अनुपात पर सीमा (limit), न्यूँतम सीमेंट सामग्री, स्टोल के लिए न्यूँतम कब्जा इत्यादि की ध्यान रखना चाहिए।

कंक्रीट का स्थायित्व (Durability) मुख्य रूप से इसकी पारगम्यता (Permeability) द्वारा नियंत्रित किया जाता है, इसलिए शाफिक और स्थायित्व के बीच एक संबंध है, हाइड्रेटेड सीमेंट की शाफिक (strength) और पारगम्यता (Permeability) परस्पर केवल शिखर (Capillary Porosity) के माध्यम से समायोजित होती है जिसे w/c अनुपात, हाइड्रेशन की दौरी एवं एप्रीमेट ग्रेंडिंग द्वारा नियंत्रित किया जाता है।

एप्रीमेट ग्रेंडिंग— एप्रीमेट ग्रेंडिंग, एप्रीमेट के आकार बिस्तर को समस्त पसंद करता है। ग्रेंडिंग मुख्य रूप से स्थानीय घटनाओं को अंतर्क्रमण का प्रभावित करता है।
कण पैकेज में, छोटे कण बड़े कणों द्वारा धरने देते हुए अंतर से फिट होते हैं, एप्रीमेट में एक अंश आकार बिस्तर (Well Grading) होने पर कंक्रीट में अपरक्षक कम होते हैं, जिसके फलस्वरूप धीरे-धीरे संपीड़न शक्ति (Compressive Strength) तथा बल पारगम्यता (Permeability) की कंक्रीट मिलती है।

पापी W इमेंट व Water / Cement (w/c) का अनुपात व— पापी व इमेंट Water / Cement (w/c) का अनुपात कंक्रीट की ताकत और स्थायित्व को नियंत्रित करने वाला सबसे महत्त्वपूर्ण फак्टर है। मिश्रण में पापी की मात्रा बढ़ाने पर, पापी / इमेंट अनुपात बढ़ता है जिससे प्रवाह और संचार की आसानी बढ़ती है, परंतु, शाफिक और स्थायित्व (Strength & Durability) कम होता है तथा अलगाव (Segregation) और ज्वाव (Bleeding) हो सकता है।

कार्यस्थल पर व्यवस्था के दौरान यह पाया गया है कि पापी / इमेंट (w/c) अनुपात के उपरोक्त सिद्धांत से ज्यादा रोग बाधक हैं, परंतु, इसमें इमेंट की मात्रा तथा पापी की मात्रा किस तरह नियंत्रित होती है उससे कई लोग अनुभव हैं।

पापी / इमेंट (w/c) अनुपात का सिद्धांत बताता है कि सामग्री के द्वारा गए संयोजन के लिए और जब तक ज्यादातर स्थिरता प्राप्त की जाती है, कंक्रीट की ताकत, इमेंट की मात्रा के बजाय पापी / इमेंट अनुपात पर निर्भर करती है।

कंक्रीट मिश्रण में पापी की मात्रा कम होने से मिश्रण की तरलता (Fluidity) कम होती है, पापी की मात्रा ज्यादा कम होने पर ज्यादा शुद्धता (Dryness) की वजह से मिश्रण एवं भराई (Placement) तीव्र तरह से नहीं हो सकता है। पापी की मात्रा बढ़ने से चिकनाई (Lubrication) के लिए पापी की मात्रा ज्यादा होने से तरलता (Fluidity) में सुधार होगा और कंक्रीट का संचार (Compaction) आसान होगा। हालांकि, बहुत अधिक पापी सामग्री (Cohesiveness) कम कर देगा, जिसकी वजह से न केवल अलगाव (Segregation)
और रक्षाव्र (Bleeding) होता है, लक्ष तोस ताकत (Strength) भी कम हो जाती है।

अतः कड्डीट कमर तथा जल की मात्रा (Water Content) का सही निर्धारण अत्यन्त महत्वपूर्ण है। कड्डीट कमर में जल की मात्रा, कड्डीट के अन्य घटकों का भागीदारी गिद्धी, रेट व एसिम्युलर के गुण व उनका अनुपात, कार्य की आवश्यकतानुसार आवश्यक कार्यशीलता (Workability) पर आधारित होती है।

इसलिए कड्डीट कमर हेतु, कड्डीट के लिए मौजूद निर्माण सामग्री तथा आवश्यक कार्यशीलता (Workability) के अनुसार संचालन पानी की मात्रा का निर्धारण कर, w/c अनुपात सिद्धांत के अनुसार सीमेंट की मात्रा का निर्धारण किया जाता है।

कड्डीट कमर में पानी की मात्रा इस तरह होनी चाहिए कि वह ताजा मिश्रित (Freshly Mixed) कड्डीट की आवश्यकताओं को पूरा कर सके।

ताजा मिश्रित (Freshly Mixed) कड्डीट— ताजा मिश्रित (Freshly Mixed) कड्डीट के गुण उसके संचालन (Placement), संघनन (Compaction) और निर्माण अनुक्रम (Construction Sequence) के विकल्पों को प्रभावित करने के साथ—साथ कठोर कड्डीट के गुणों को भी प्रभावित करते हैं।

ताजा मिश्रित (Freshly Mixed) कड्डीट के गुण अत्यंतकिलक आवश्यकताएं हैं, और निम्नलिखित आवश्यकताओं को पूरा करना चाहिए।

1. इसे आसानी से मिश्रित (Mixing) एवं परिवहन (Transportation) किया जाना चाहिए।

2. परिवहन अवधि (Transportation Period) के दौरान इसकी तवस्ता (Fluidity) को बनाए रखना चाहिए।

3. मिश्रण स्थिर (Stable) होना चाहिए, परिवहन (Transportation) और भराई (Placement) के दौरान अलग (Segregate) नहीं होना चाहिए।

4. रक्षाव्र (Bleeding) की प्रकृति को कम किया जाना चाहिए।

5. पूर्ण संघनन (Compaction) के लिए मिश्रण योग्य होना चाहिए।

6. सतह की संतोषजनक फिनिश करने योग्य होना चाहिए ताजी को प्रारंभिक अवस्था में, उपरोक्त आवश्यकताओं को पूरा करने हेतु, कड्डीट के बाहरियों गुणों में सुझाय गए, कड्डीट की कार्यशीलता (Workability) है। कार्यशीलता का मापन के सबसे व्यापक परीक्षण, Slump Test है।

कार्यशीलता (Workability) — कार्यशीलता (Workability) कड्डीट का नौकरी गुण नहीं है, आपितु, यह निर्माण के प्रकार (Type of Construction), भराई के तरीके (Method of Placement) एवं संघनन विधि (Compaction Method) पर निर्भर करता है।

यह जरूरी नहीं है कि जिस कड्डीट को अलगाव (Segregation) के बिना एक विशाल आधार (Massive Foundation) में आसानी से रखा जा सकता है, वह पतले संरचनात्मक सदस्य (Thin structural Member) में भी पूर्णतः स्थिर होगा। इसलिए, निर्माण की आवश्यकतानुसार कार्यशीलता को निर्धारित किया जाना चाहिए।

यहां पर भी यह उल्लेखित करना चाहिए कि कार्यशीलत पर चर्चा के दौरान अधिकतर लोग सिर्फ मिश्रण को जल मात्रा की ही ताजा कड्डीट की कार्यशीलता को निर्धारित करने लाता कारक मानते हैं व इस पर प्रभावित अन्य तत्वों के साथ में कुछ कम जानकारी है। कड्डीट में पानी की मात्रा कई कारकों से प्रभावित होती है, जैसे —

एप्रीमेटेका कण आकार (Particle size), एप्रीमेट की आकृति और सतह (Shape & Texture, गिद्धी की नभी अवस्था, रासायनिक एसिम्युलर / गिद्धी का अनुपात, Aggregate / Cement अनुपात, सीमेंट की मात्रा, जल—सीमेंट अनुपात, पर्यवेक्षण की स्थिति।

3) एप्रीमेट का कण आकार (Particle size) —

गिद्धी (Coarse Aggregate) — Coarse Aggregate का कण आकार (Particle size), सतह क्षेत्र के माध्यम से कोटिंग के लिए पेस्ट की आवश्यकता को प्रभावित करता है। छोटे Aggregate की तुलना में समान आयतन के बडे Aggregate में छोटे सतह क्षेत्र होते हैं,
समान कार्य क्षमता के लिए, उप-कोणीय (Sub-angular) एग्रीगेट के लिए पानी के अनुपात को लगभग 10 किलो ग्राम, कुछ क्षैतिज कणों के साथ बदली (gravel with some crushed particles) के स्तर 15 किलो ग्राम तक कम किया जा सकता है। वाढित्त कार्यशीलता (50 मिलिमीटर से अधिक सन्धि) के लिए, आवश्यकता प्रति 25 मिलिमीटर सन्धि की वृद्धि कमी के लिए पानी की मात्रा में लगभग 3 प्रतिशत की वृद्धि या कमी हो सकती है। पानी को कम करने वाले मिश्रण या सूपर प्लास्टिसाइजिंग, मिश्रण में पानी की मात्रा को कम करने 5 से 10 प्रतिशत और 20 से 30 प्रतिशत और उससे अधिक तक कम कर सकते हैं।

रेत (Fine Aggregate)– महीने रेत का उपयोग, उसी कार्यक्षमता के लिए, विशिष्ट सतह क्षेत्र में वृद्धि के साथ पानी की मात्रा को बढ़ाता है या इसके इत्यादि समान पानी की मात्रा के लिए कार्यक्षमता को घटाता है। यदि रेत मोटी है तो विशिष्ट सतह क्षेत्र में कमी होती है।

आ) एग्रीगेट की आकृति और सतह (Shape & Texture)—: एक ही w/c अनुपात और एक ही सीमेंट सामग्री के साथ, कोणीय आकृति या खुदूड़ी सतह पानी दी गई के प्रायोग से, कुछ विशिष्ट सतह क्षेत्र के ज्यादा होने की वजह से कम कार्यक्षमता प्राप्त होती है तथा कणों को कोट करने के लिए पानी की मांग अधिक होती है।

दूसरी ओर, गोलाकार आकृति और चिकनी सतह के साथ ज्यादा कार्यक्षमता प्राप्त होती है तथा कणों को कोट करने के लिए पानी की मांग कम होती है, परन्तु बिंदु एवं यांत्रिक गुणों (Bond and Mechanical) में कमी होती है।

<table>
<thead>
<tr>
<th>क्र.</th>
<th>एग्रीगेट के अधिकतम साइज (mm)</th>
<th>पानी की मात्रा Kg</th>
<th>वृद्धि पानी की मात्रा निम्न के अनुपात में कम -- Slump := 50 mm कोणी रिश्ता (Angular Coarse Aggregate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>i)</td>
<td>10</td>
<td>208</td>
<td></td>
</tr>
<tr>
<td>ii)</td>
<td>20</td>
<td>186</td>
<td></td>
</tr>
<tr>
<td>iii)</td>
<td>40</td>
<td>165</td>
<td></td>
</tr>
</tbody>
</table>

रेत/रिश्ता का अनुपात --: क्रंशी में रेत/रिश्ता का अनुपात, क्रंशी के पैकिंग और ताला विधि में क्रंशी की आकृति का प्रभाव करता है। क्रंशी की आकृति, पानी और सीमेंट में सामग्री के साथ सामग्री में सामग्री की बातचीत सामग्री का अनुपात को प्रभावित करता है। क्रंशी/रिश्ता में वृद्धि से सामाज्य (Cohesiveness) में वृद्धि हो सकती है, परन्तु स्थिरता (Consistency) कम हो जाती है।

रेत/सीमेंट अनुपात: यह रेत की आवश्यकता को प्रभावित करता है। एक उच्च Aggregate/Cement अनुपात या अधिक अर्थ है अधिक एग्रीगेट और कम सीमेंट पेस्ट, इस प्रकार स्पेशन (Lubrication) के लिए कम सीमेंट पेस्ट की उपयुक्तता की वजह से विशेष रूप से स्थिरता (Consistency) घट जाता है, क्रंशी की कार्यक्षमता को संतुष्टता के रूप से रखने हेतु जब तब जब-सीमेंट अनुपात स्थिर रखा जाता है, एग्रीगेट–सीमेंट के अनुपात में वृद्धि से साथ क्रंशी की संक्रमण स्थिति (compressive strength) बदती है

सीमेंट की मात्रा: पानी–सीमेंट अनुपात और एग्रीगेट–सीमेंट अनुपात एक साथ बदलकर विश्लेषण की सीमेंट सामग्री समीक्षित करते हैं। समान w/c अनुपात के लिए, सीमेंट की मात्रा जिसली अधिक होगी, क्रंशी में कुछ पानी की मात्रा उतनी ही अधिक होगी, जिसकी वजह से क्रंशी की स्थिरता (Durability) एवं कार्यकृति (Workability) उतनी ही बेहतर होगी।
वार्षिक कंक्रीट के अवयवी घटकों के चयन, मात्रा निर्धारण के साथ—साथ इसका मिश्रण, परिवर्तन, कंक्रीट आवश्यक में भराई, संपत्ति एवं तारी भी कंक्रीट की संपीडक शक्ति एवं स्थिरता के लिए अत्यंत महत्वपूर्ण है।

मिश्रण प्रक्रिया—मिश्रण प्रक्रिया, कच्चे मॉल को मिश्रक में डालने और प्रत्येक चरण के लिए आवश्यक मिश्रण समय के अनुश्रूप को संदर्भित करती है। मिश्रण प्रक्रिया परस्पर रूप से कंक्रीट की कार्यशीलता एवं अपराध रूप से कंक्रीट के कुछ परिपक्व गुणों को प्रभावित करती है।

<table>
<thead>
<tr>
<th>प्रक्रिया 1%</th>
<th>गिथ्टी शुक्र अवस्था</th>
<th>गिथ्टी नम अवस्था</th>
</tr>
</thead>
<tbody>
<tr>
<td>होइर में मापत मात्रा की गिथ्टी, रेंट सीमेंट</td>
<td>होइर में मापत मात्रा की गिथ्टी (50%), रेंट सीमेंट वकाया गिथ्टी की मात्रा</td>
<td></td>
</tr>
</tbody>
</table>

प्रक्रिया 2% उपरोक्त सूची सामग्री को ब्रम्म में पलटकर, ब्रम्म को कम से कम चार राउंड घुमाते हुए सूची सामग्री का मिश्रण

प्रक्रिया 3% ब्रम्म को घुमाते हुए धीरे-धीरे पानी का जोड़ता है।

प्रक्रिया 4% पानी जोड़ने के बाद, कंक्रीट का मिश्रक में मिश्रण तब तक जारी रहना चाहिए, जब तक सामग्रियों के समान विवरण नहीं हो और मिश्रण रंग और स्थिरता में एक समान न हो।

पानी मिलाने के बाद, कम से कम दो मिनट के लिए मिश्रित की जानी चाहिए

यदि मिश्रक मूली से निकलने के बाद मिश्रण में अलग गाय हो, तो कंक्रीट को रीमिश्क किया जाना चाहिए।

परिवहन (Transportation)% कंक्रीट को मिश्रक से भराई वाही जगह तक जाता है क्योंकि भर्ती तथा परिवहन के दौरान यथा संगम किसी भी सामग्री के अलगाव युक्तकाल को रोका जाना चाहिए तथा आवश्यक कार्य समता को बनाए रखना चाहिए।

स्थापना (Placement)% कंक्रीट को बाहर—बाहर इमारत से उत्तर दिखाते हुए से बनाने के लिए, इसको यथा संगम इसकी अभिमन्यु रिसिप्री के पास इंक्रिप्शन किया जाना चाहिए। कंक्रीट को पंकना नहीं चाहिए, अपितु धीरे-धीरे भरना चाहिए और

रहने की पूरी परिक्रमा के दौरान तथा सेटिंग शुरू होने तक इसका अधिक तत्काल तक से कपन और संपत्ति होना चाहिए और सेटिंग शुरू होने के बाद इस को छोड़ना नहीं चाहिए। भराई के दौरान अलगाव (Segregation) को रोका जाना चाहिए।

कार्य के दौरान बारिश से होने वाली छिलिया फार्म/स्टूटिंग के विवरण की रोक थाम हेतु समृद्धिदायक की जानी चाहिए। सामान्यत: कंक्रीट के नुक्सा गिरने की ऊंचाई (Free Vertical Fall) 1.5 मीटर रहती है।

संपत्ति (Compaction):— संपत्ति (Compaction) कंक्रीट के दौरान लिकल गुणों को सुनिश्चित करने में एक महत्वपूर्ण भूमिका निभाता है, क्योंकि कंक्रीट से हवा (पव) निकालने और घने कंक्रीट संपत्ति (Dense Concrete Structure) को प्राप्त करने में उचित संपत्ति महत्वपूर्ण है।

पनचाल (Density) में वर्णक्षेत्र में शामिल तथा रंग को संपत्ति की संपीडक शक्ति (Compressive Strength) में भी बढ़ोतरी होती है।

कंक्रीट को इसपाती छाँट या अन्य एबेक्स जड़नार के बारे तरफ यथा फार्म डीक्स के द्वारा तक अधिक तत्काल भरना एवं कंप्यूट किया जाना चाहिए। लोग घन कंक्रीट प्राप्त होने तक उचित कार्यक्रम के यथायोग्य उपकरण के द्वारा इसका संपत्ति किया जाना चाहिए। अलगाव को रोकने के लिए, अधिक कपन से बचना चाहिए।

यदि संपत्ति (Compaction) अपयोगिता है तो पर्यावरण W/C अनुपात के बावजूद भी संपीडक शक्ति में कमी हो सकती है। अपूर्व संपत्ति (compaction) के कारण, कंक्रीट में रहा गए 5% रिस्त स्थान (voids), कंक्रीट की संपीडक शक्ति को 35% तक कम कर सकते हैं।
This incident occurred when Gandhiji was practising law in the city of Johannesburg in South Africa. His office was three miles from his house. One day a colleague of his, Mr Polak, asked Gandhiji's thirteen-year old son, Manilal to fetch a book from the office. But Manilal completely forgot till Mr Polak reminded him that evening. Gandhiji heard about it and sent for Manilal. He said, “Son, I know the night is dark and the way is long and lonely. You will have to walk nearly six miles but you gave your word to Mr Polak. You promised to fetch his book. Go and fetch it now.”

The family were upset when they heard of Gandhiji’s decision. The punishment seemed far too severe. Manilal was only a child, the night was dark and the way lonely. He had only forgotten a book after all. It could be brought the next day. This was what they all felt, but no one had the courage to say anything. They knew that once Gandhiji’s mind was made up, nobody could change it. At last Kalyan Bhai plucked up courage. “I’ll fetch the book,” he offered. Gandhiji was gentle but firm, “But the promise was made by Manilal.”

Gandhiji agreed to this and Manilal set off with Kalyan Bhai to fetch the book. The kind and gentle Gandhiji could be firm as a rock at times. He saw that Manilal kept his word and did as he had promised.

INSPIRING STORIES FROM GANDHII’S LIFE
- Uma Shankar Joshi
People have found many ways to describe quality. Some of the most popular definitions for quality are listed below.

a. A degree of excellence
b. Conformance to requirements
c. Totality of characteristics which act to satisfy a need
d. Fitness for use
e. Fitness for purpose
f. Freedom from defects
g. Delighting customers

All of the above indicators of quality are useful, as they each contain elements of what quality means to users of products and services. However, for quality to be embedded in a product or service there must be a set of measurable performance standards, which when achieved will guarantee the desired level of quality.

So, what is quality? Quality is delivered when you achieve the minimum requirement of a specified performance standard. Quality can also be described as a specified performance range. Get into the range of required performance and you have the ‘Quality’.

One of the pillars of the project delivery process is the management of the quality of the product or service a company provides. The project specifications generally spell out the quality standards for the project and by reference become a part of the contract between the project owner and the contractor.

There are a large number of factors that may influence the effectiveness of a project quality management program. Some barriers to successful management system implementation at construction stage involve the very nature of the construction process. The projects are unique, locations may vary, work volume may fluctuate and people may change. The work is mostly labour intensive although mechanised work culture is now setting in. The workforce is mostly transient, projects are subject to change and delays, the Core team members sometimes change, the supply chain is sometimes extensive, multiple organizations are involved that have differing visions, values, processes, and practices, weather can vary, some entities fail to deliver on their promises, the industry is very competitive rather than cooperative and relationships are driven by general self-interest.

In addition, the nature of industry is conservative and very slow to embrace change. The main contractors may be big houses but their subcontractors are small and lack technological sophistication and resources. Effective management of quality becomes challenge due to these and a multitude of other factors.

The construction project quality is managed by a program which has two different elements. One is the quality control (QC) program and the other is the quality assurance (QA) process.
These two elements have somewhat different functions. Whether you are the project owner, the designer, or the contractor, each has a stake in the effectiveness of the QA/QC management process. If the quality of the product comes into question, and rework is required, it can become a costly proposition and may become an issue for everyone involved. Therefore, managing quality is an important aspect of a successful project delivery process.

The quality control element defines how the contractor expects to manage the quality requirements of the project as defined by the specifications. And the quality assurance element define the steps the contractors will take to ensure the quality. The first thing contractors need to assure themselves of is that there is a clear understanding of any vague specified quality standard and that workmanship is linked to specific and measurable standards.

Why should an organisation care about quality?

In the present scenario, the very survival and longevity of the business depends on the mantra of Quality. Managing quality effectively can enhance your organisation’s brand and reputation, protect it against risks, increase its efficiency, boost its profits and position it to keep on growing. All the while making employees and stake-holders happier and satisfied.

Quality is not just a box to be ticked or something you comment on failures resulting from poor governance, ineffective assurance and resistance to change, but something which can actually have definite impact on businesses, individuals and society as a whole.

The whole gamut of Quality in POWERGRID is ensured by Product quality and Construction quality. Though there are other aspects of Quality Control, these two are the main stay of Quality. The Construction quality is synonymous with Field Quality.

What is Field Quality?

- Field Quality is a proactive process, and it starts at the very beginning of the project to understand the product’s stated and non-stated requirements and expectations, and then develops the plan to meet these requirements and expectations.
- It is all those planned and systematic actions necessary to provide adequate confidence that an entity will fulfil requirements for quality.
- Field quality function start once the project work has begun.
- Field Quality enables to eliminate defects and failures during construction phase which in turn provide longevity of the asset and helps in achieving desired performance.
- It is the step in the right direction for achieving ZERO DEFECT.

At POWERGRID for ensuring Construction quality we go by the wholesome approach of implementing Standard Field Quality Plans (SFQP's) specifically designed for our business area. These SFQP’s are prepared taking into consideration the various quality assurance & quality control requirements and our vast experience at field gained over the period of existence.

The SFQP’s are designed to capture the entire cycle of the construction activities. It inherently includes the Quality control mechanism for input materials right from their source approval to their end use at sites. The various other components of construction activity is covered in the SFQP’s enabling the user the necessary guidance & guidelines in implementation of Quality during the construction stage. Technical specification, IS standards, CPWD norms, approved drawings etc. forms basic inputs during the making of SFQP document. Sample testing at a given frequency, review of material & process registers, check-lists/formats, Third Party test lab reports & Manufacturing Test Certificates etc. are included.
to ensure a right combination of checks and balance.

These SFQP’s are revised regularly based on changes done in the Technical specification, IS, feedbacks from site & experienced gained over the period of time. The implementation of SFQP’s are being regularly verified and checked at sites by means of planned & surprise checks during Audits by Vigilance & FQA dept.

The onus of implementation of these SFQP’s mainly rest on the executing contractor agency. Active support from POWERGRID site and other related departments are given to ensure proper implementation. However, in spite of the best efforts, many shortcomings and Quality issues are observed during the Field Quality audits by the departments. These are due to various reasons attributable to men, material and the process involved.

These observations may look minor and trivial but may lead to serious consequence. Some of the frequently encountered issues faced and the lessons learnt are briefed below:

A) **Statutory compliances:** The statutory documents as per Contract are sometimes not available at all or are found in-complete.

- Labour license, Building and Other Construction Workers license (BOCW), PF registration, Registration as per Migrant Labour Act, Worker Compensation Policy etc.

B) **Mandatory documents:** These documents are generally not available at the beginning of work or are not as per the requirements of contract.


C) **General Site Observations:** The observations which are common to all sites and are found to be recurring in nature.

- **Storage of Construction materials:** The covered storage is either not available at the construction site or is inadequate to handle the entire supply.

- Sometimes the Cement store is outside the main TL store and controlling becomes difficult. Also, storing & stacking of Cement is always an issue.

- Raised platforms of adequate size are also not available.

- Conductor drums are not stored as per requirements of Technical Specification.

- In Transmission Line stores tower parts and CLR insulator are generally found touching the ground.

- The Contractor agency doesn’t conduct timely health check-up and training program for workers/labours.

- Environmental management plan & implementation as per contract is lacking.

- While classifying the foundations due consideration shall be given to the Soil investigation reports. The recommendation in the report shall be seen and matched before finalizing the classification and justification shall be recorded accordingly.

- The source approval of Coarse Aggregates & Fine Aggregates are done by site and it shall be ensured that the Royalty receipts is in the name of the same approved sources.

- Transshipment of Cement shall be avoided. Practice of issuing large quantity of Cement by the Contractor to site gangs without considering the immediate calculated daily requirements shall be restricted.

- Every construction site shall have ‘Standard measurement box’ and shall be used for calibration of the bucket of Ajax Fiori machine or other mechanized mixture machines.
Compaction of concrete using a good quality Vibrator machine is very important in achieving the desired strength. Spare Vibrator machines should be available at sites as replacement at short notice.

Water-cement ratio shall be closely monitored. Special care during monsoon shall be taken by tweaking the water quantity as per site requirements.

In case of batching plants and RMC the batch printouts shall be verified w.r.t. the approved recipe for every batch. The allowed variation in case of input materials like Cement, aggregates, water, ad-mixture etc. shall be as per the tolerance given in IS. These are in the range of 2 to 3%. Further, the moisture correction factors used shall be brought out clearly in the batch reports.

The batching plants and the RMC calibration shall be verified regularly as per IS (@03 months).

In case of RMC the timing from mixing to dispensing of concrete mix is very important. It is essential to monitor the time of RMC dispatch, receipt and actual concreting at site for ensuring the quality and achieving the desired strength. Also, concrete pouring shall be regulated to ensure timely spreading, poking and finish of surface.

The aspect of de-watering the excavated pit is very important considering the mix proportion planned. Proper de-watering pit shall be arranged alongside with adequate pumping facility to meet the casting and post casting requirements.

The Zn-rich paint applied shall be of desired Zn content as per TS. Random sample test of the Zn paint may be done to ensure the Zn content. This will act as deterrent against the tendency of using normal paint instead of Zn rich.

Practice of using Winch machines during Erection and Ground rollers during stringing paying out shall be encouraged.

Cotter pins are not provided or missed out in the fittings and Insulators. Even when it is provided the pins are not properly split and bent.

Practice of filling Daily Pour card during foundation shall be encouraged.

During foundation work Diagonals, back to back & levels shall be measured repeatedly. In case where Props are being used, the services of a dedicated Surveyor shall be made available at the concerned site.

Cubes shall be tested only In-house CTMs except in case of force majeure condition like breakdown of in-house CTM.

In case of Design mix the sampling as per SFQP is generally 01 set of cubes @ 20m3 concrete or part thereof. It is to be ensured that even if the required volume of concrete is just fractionally above the 20m3 mark (say 20.1 or 20.2m3), the 2nd set of Cubes shall be sampled as per the plan.

Wherever application of Bituminous paint is envisaged on castings in special type of foundation or soil conditions (e.g. salty area) the quantity of paint applied shall be carefully monitored and ensured. It is advised to calculate the area of application and volume of paint requirement as per the approved drawing. There is every possibility of less application due to the inherent nature of paint.

Similarly, anti-rust paint applied on stubs as per TS (wherever applicable) shall also be checked for its thickness.

In case of Cement, as per physical test requirements the Soundness tests shall be done both by Le-Chatelier method and Auto calve method. It is generally seen that the Third Party Lab (TPL) perform & report only the results of Le-chatelier method. Since, the Auto clave test method requires special
testing instrument & set-up the same is avoided by most of the Third Party Labs.

- In case of Site packages where Design mix is to be provided as per DSR rates it is advised to arrange for at least 2 or 3 design-mix recipe starting with the minimum Cement content @330KG/m³ and upwards before arriving at the optimum which may provide the requisite cube strength.

- BIS marking and Logo of supplier may be verified on Cement bags and RF steel including their MTCs.

- Coarse Aggregates & Fine Aggregates are normally supplied from approved sources only. But as an additional Quality control mechanism at site, a small Sieve analysis set-up for re-checking at random at site itself can be developed which will be very helpful.

- Some times in rocky area after foundation the backfilling using borrowed soil or small size debris is a major logistic constraint. This results in back-filling with heavy and bigger size boulders underneath the top layer of soft soil.

- The data of Soil resistivity tests shall be used for deciding the length of Counter poise earthing beforehand.

- While PPC is also allowed for use in concrete work, special care shall be exercised especially during summer season. The tendency to treat the PPC cement at par with OPC while handling at site is also one of the reasons for failures in cubes. Curing time, quantity and period is very important factor to be taken in to consideration when PPC is being used.

- Crushed stone is allowed as Fine Aggregate in concrete work but the possibility of mixing of fly-ash during supply shall be closely monitored & taken care.

- Cement is retested before further use if it is found to be older than 3 months. However, it is advised to use the retested Cement at the first available opportunity to avoid any deterioration of its properties.

- The depth of earthing provided in Sub-Station and Transmission Line package shall be carefully monitored. Especially in case of SS where there may be different levels there is every chance of making mistake in depth of electrode.

- Bending & damaging of Equipment foundation bolts in SS due to negligence is also a rampant phenomenon. Marking or location indicators shall be provided to avoid overrun by heavy vehicles.

- RF steel can be kept rust free by applying Cement wash on regular basis.

- It is a practice to verify the dimensions of all structure, foundation and form works before it is casted. It is very important to measure the Post cast dimensions also and record the same for future reference.

- In the instance when Self-loader is used for doing concreting of design-mix, it is very important to verify the calibration on a regular basis. Since the loading inside the drum is cumulative & there is tendency of spillover of materials in the mixing process, it is very essential to keep continuous watch during the entire process.

- In case of Cube tests for Mix-design the individual variation of the Cube results shall not be more than +/-15% of the average value of the Cubes for design mix. By tabulating the results in an excel format and applying the formulae the tolerance can be monitored easily.

The management of Field Quality is a never ending process and keeps evolving over the period of the Project. Lessons learnt in one Project can be utilized during execution of future Projects.

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[D.K. Nair, General Manager, FQA, POWERGRID, Bhopal]
Nation building is usually identified with the achievements/failures of its leaders. Two other building blocks of nation that are not given their due recognition include – committed citizens and quality institutions.

Let us remember the great individuals who helped India over the past seven decades after it successfully came out of the shackles of colonialism. They include the scientists who worked on atomic, nuclear and missile technologies. The agronomists who lead us to the Green Revolution. The educationalist who developed new centres of learning. The entrepreneurs who created jobs to thousands of youth. The Civil Society organisations that acted as moral compasses. The Civil Servant that acted as iron structures for better policies. The artists who brought vibrance to our culture. Each and every eminent individuals of the likes of Abdul Kalam, Homji Bhabha, M.S. Swaminathan, Amartya Sen, Vikram Sarabhai among many others helped in laying several building blocks of our beloved nation.

Decay of institutions:

However, how much ever an individual is talented, he/she has to work within the institutional framework –be it a laboratory, bureaucracy, civil society, court, hospital etc. It is said that great institutions are those which can make an ordinary citizen become extraordinary by providing such environment to excel. Great democracies are run on the eminence of organizations/institutions rather than an individual brilliance. Over the recent years, there has been decay in the institutions of India. This decay is prominent particularly among the public offices, government functionaries etc.

Let us now look at the decay of these institutions primarily due to corruption.

Corruption in India:

According to 2005 survey of Transparency International, 92% of Indians have over their period of life have had given bribe to a public official. According to a 2008 survey of Transparency International, 42% of Indians have bribed or used known references in the Government Sector for getting some work done.

Corruption Perception Index, 2017 of Transparency International has ranked India 81 among 180 countries. It shows that corruption is prevalent in India across various sectors. Over the years India had established several anti-corruption agencies to address the corruption.

Anti-Corruption Agencies:

Following are some of the ACA’s that are dealing with corruption in India:


Having placed several anti-corruption agencies, corruption has not abated at any level of the country. As has been mentioned earlier, nation building includes the role of citizens and...
institutions also. India has to address the problem of corruption at these two interdependent levels for successfully revamping the decaying institutions.

**Building a New India:**
Combating corruption should be taken up at:
1) Institutional level & 2) Citizen level

**Combating corruption at Institutional level:**
According to the United Nations convention against corruption, there are seven components that the anti-corruption agencies should have to effectively combat corruption at institutional level. They are:
1) Legal Independence: Independence in their day-to-day conduct;
2) Financial & Human Resources: Effective and efficient manpower and budget allocation to be done;
3) Detection & Investigation;
4) Prevention, Education & Outreach;
5) Accountability;
6) Public Perception;
7) Connection with other agencies.

Evaluating the agencies of anti-corruption against the parameters will help throw light on shortcomings of the institutions in fighting corruption. For example following table can rate the ACA’s against the 7 parameters:

<table>
<thead>
<tr>
<th>Agency</th>
<th>Parameter</th>
<th>PCA</th>
<th>CBI</th>
<th>CVC</th>
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<tr>
<td>Independence</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>CBI</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Human Resources</td>
<td>PCA</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>CBI</td>
<td></td>
<td>X</td>
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</tr>
<tr>
<td>Detection &amp; Investigation</td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Prevention, Outreach</td>
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<td>X</td>
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<td>✓</td>
</tr>
<tr>
<td>Accountability</td>
<td>PCA</td>
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<td>✓</td>
</tr>
<tr>
<td>Public Perception</td>
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<td>X</td>
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</tr>
<tr>
<td>Connection with other agencies</td>
<td>PCA</td>
<td>✓</td>
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</tr>
</tbody>
</table>

The evaluation against the parameters has been done on a broad level helping to understand if a particular parameter is prevalent in the functioning of the agency.

If the shortcoming are studied in depth and are addressed with proper institutional level reforms, these institutions can help eradicate corruption and decay in the institutions and help in building new India.

**Combating corruption at citizen level:**
Following are some of the reasons for corruption at individual level:
1. Excessive regulations
2. Complicated taxes and listening system
3. Numerous government departments with cumbersome procedures
4. Monopoly of government in some sectors like allocating mines, petrol etc.
5. No transparency in government affairs

All the above mentioned factors have lead individuals to give bribe to get their work done. It is imperative that such factors be removed from the functioning of the public offices to eradicate corruption.

**Measures for addressing corruption at Individual level:**
1. Economic development. It is found that most well off nations are least corrupt. It is also found that poor nations are most corrupt.
2. Transparency in government laws
3. Eliminate excessive regulations
4. Citizen awareness programmes
5. Use of technology for combating corruption in public welfare schemes. It has been found that most corruption happens in government welfare schemes like MEERGA, Direct Benefit transfer etc.

Now India is at a stand point of economic development, social mobility and institutional decay. It is important to address this institutional decay and make citizen aware of their potential in building a new India, that is free from corruption.

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[Sandeep Dasari, Manager, NOFN, SR-1, POWERGRID, Secunderabad]
Shri K. Sreekant, CMD, POWERGRID receiving the 1st National Corporate Social Responsibility Award for outstanding contribution in the area of Corporate Social Responsibility (CSR) from Hon'ble President of India Shri Ram Nath Kovind.