

CODE OF CONDUCT AND SOCIAL ETIQUETTE

FOREWORD

It has been cherished and enduring desire of the Punjab Judicial Academy to devise ways and means to make judicial officers role model and ambassador of District Judiciary. The object was to inculcate enviable behaviour, personal integrity, a life style commensurate with upright judicial officer and long adhered traditions embedded in the administration of justice. By all appearance and calculation a judicial officer should look graceful, disciplined, mature, discreet, distinguished, personable, sagacious, stately, affable and sensible. As well said when a person is rated as good or bad it is no generic classification but combination of good or bad habits.

2. *In such a backdrop the Academy has deemed apt and expedient to outline code of conduct and professional etiquette for the judicial officers. The task though daunting and challenging was not insurmountable. A browse of the same will blissfully show lists of 'dos' and 'dents'. This will guide how to conduct oneself in official and private life. This will give tips of good behaviour and lot more.*

3. *I am sanguine that this yeoman's service will go a long way in refining and defining the judicial officers.*

Director General

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INTRODUCTION

The code has been prepared keeping in mind the behavior, attitude, outlook and conduct expected from you during your judicial service. The values and principles given in the following pages are absolute, universal and time-tested. These would lend your personality the refinement and finesse expected of a gentleman/lady.

PART-I

CODE OF CONDUCT FOR TRAINEE JUDICIAL OFFICERS

- 1.1 As a public servant you are constantly under public scrutiny, and in most cases, your behavior reflects not only on the job you are holding, but also the institution you represent. It also reflects on the Alma Mater which has trained you, so please try to uphold the dignity of your family, your training institution, the profession you represent, and above all, your country.

GENERAL CODE OF CONDUCT

- 1.2 Hard work, honesty, dedication to duty, and loyalty to Pakistan, should govern your conduct at all times.
- 1.3 A very high standard of behaviour and bearing is expected of an officer on all occasions.
- 1.4 Be always truthful and honest in all your dealings, both official and private. Remember that the respect and confidence which you will be able to command and inspire will depend largely on your integrity and honesty.
- 1.5 Much can be accomplished by precept and practice. However it is by leadership that you will achieve greater results and get the best from subordinates rather than by merely giving orders, indicating a policy or by covering your action with verbiage. Plan your work, set your target, issue orders, ensure that your orders are carried out, and if your subordinates are in difficulty, help them out.
- 1.6 Retain your self-respect under all circumstances. Do not cringe and beg for favours whether for posting or any other assignment etc. Do not be a sycophant — for others will then treat you with contempt,
- 1.7 Be firm and upright in your behaviour — one of the most difficult things is to stick to truth in the face of adversity.
- 1.8 If you believe in the righteousness of a cause, do not give up, no matter how daunting and challenging the circumstances are:

1.9 Try to imbibe and master two things:

- (i) The art of self-discipline, and
- (ii) Contentment

With the former it will be easy to accept discipline imposed from within. The latter can help you overcome all sorts of temptations and prevent you from going astray.

1.10 Try not to complain about postings and appointments. Brooding or sulking is not going to help. Once you make your mark as an honest and professionally competent officer, you can stake a claim for posting on merit.

1.11 When posted to a position of authority, be kind and considerate to the general public. Try to understand and appreciate their problems, even if you can not solve all of them. Be unfailingly courteous.

1.12 Do not be self-righteous, or have a 'holier than thou' attitude. People have a discerning eye and very soon judge how good or bad you are.

1.13 Do not indulge in self-pity. Every person has his or her own woes and problems - nobody has the time and the patience for listening to your lengthy tales of sorrow and sufferings.

1.14 Your salary package does not allow you to be extravagant. Please do not crib or complain about it, nor make it an excuse for misconduct. Your decision to join judicial service was voluntary and well thought out. You were aware of the emoluments you were going to receive. You were not conscripted.

1.15 Do not spy on colleagues and subordinates even if the odd boss expects you to do so.

1.16 Never be a tell tale and do not indulge in back-biting. Those are morally reprehensible traits and would irreparably stain and damage your reputation.

1.17 The cardinal principle throughout your service career should be speedy dispensation of justice, no matter where you are, or to which service you belong. Remember, justice delayed is justice denied. Justice should not only be done but it should also seem to have been done. Many a time, justice needs to be tempered with mercy,

1.18 Do not be afraid to take difficult decisions. The hallmark of a good judicial officer is that he can take decisions which may go against his/her self-interest. Decisions taken in good faith and in the larger public interest, even if they are subsequently proved wrong, are not likely to land you in trouble.

- 1.19 Time is perhaps the most precious asset that you have. Make optimum use of it. Don't just fritter it away.
- 1.20 Do not be obsequious or servile and do not have a fawning attitude towards those in authority. Refrain from asking favours from them.
- 1.21 If you want to excel as a judicial officer you must be professionally sound and competent. For this you should master the finer points of the job that you are holding. This comes only through hard work, dedication and application of mind.
- 1.22 Try to practice what you preach, and only what you believe in. A lot of problems in this world are caused by people who preach to others what they neither practice nor believe in.
- 1.23 Have a positive attitude towards life and try to help people in whatever manner possible. Never cause unnecessary problems and difficulties for others.
- 1.24 Try to forgive and forget as far as possible. Never harbour a grudge or feelings of rancor or else you will make your own life miserable. If you feel someone has been unfair to you, talk to him and get over it as quickly as possible.
- 1.25 Never act against your conscience, for if you do, very soon it will be dead and buried.
- 1.26 Keep your wants and desires limited to what your resources are; otherwise you will be quite unhappy.
- 1.27 Do not ever betray the trust or confidence reposed in you. If you lose someone's confidence, you are unlikely to regain it.
- 1.28 Try to inculcate quality of humility.
- 1.29 It is essential that you constantly update and upgrade your knowledge and skills.
- 1.30 One of the most difficult things is to take responsibility for any mistake committed by you or by your subordinate. Admitting that you have made a mistake requires moral courage, and that only comes from strength of character.
- 1.31 Remember government servants (specially officers) are on duty 24 hours a day:
 - (i) They cannot, therefore, complain that they are overworked or have to sit late hours because this is the demand of a particular job.
 - (ii) They cannot take up any assignment / job or consultancy in their free hours.

- 1.32 Listen to and respect viewpoints/opinions different from your own even if you do not agree with them. Remember Voltaire's words "I may disagree with every word that you say, but I shall defend until death your right to say so".
- 1.33 Never lose your temper in court. The one who loses his temper loses his poise. Any action or decision taken in a fit of rage is most likely to be regretted very soon. Also, never get provoked into saying or doing something which you would rue later on.
- 1.34 Treat others as you would like to be treated by them. Be as polite and courteous to subordinates as you would like your boss to be with you. Show consideration towards your colleagues as you would like them to show towards you. Never act in a manner with any one which you would not approve of if you were at the receiving end.
- 1.35 Never compromise on principles. Remember, this country needs officers who do not compromise on principles more than anything else. Very soon you shall find out that people respect you a lot for this. Learn to stand up for principles and against any pressure.
- 1.36 Never act in a manner with anyone which you would not approve of, if you were at the revenging end.
- 1.37 Learn to gracefully fight for your rights if and when needed. Remember, at times, you might not even get that which is legally and morally yours on a platter and you might have to fight for it. However, be sure that while trying to get what is yours by right, you do not encroach or infringe upon other peoples' rights.
- 1.38 Get your priorities right. You cannot do everything yourself and you cannot do everything quickly. You have, therefore, to fix your priorities for what is important, what is urgent, what can wait, what can not, what needs to be done at your level and what needs to be delegated to subordinate staff.
- 1.39 Nature abhors vacuum — if you do not wield authority which is legally and lawfully your prerogative, somebody less capable and competent would wield it with disastrous consequences.
- 1.40 Do not accept everything at face value — learn to look beneath the surface. If somebody makes you an offer of a bargain or an agreement which appears too good to be true, be wary of it and view it with suspicion. Sift, probe, examine, analyze and more often than not, you will find that there will be a catch in it.

PART -II

CONDUCT IN THE ACADEMY

MOTIVATION

2.1 There are some of the qualities which distinguish a motivated officer from an officer who is not motivated to give his / her best:

- (i) He / She strives for mastery of academic subjects by:
 - (a) Reading the course material for the class;
 - (b) Completing assignments;
 - (c) Asking questions in a polite manner to enhance understanding of the subject;
 - (d) Using own initiative to understand material.
- (ii) Prepares for classes by:
 - (a) Reading assignments;
 - (b) Completing home work;
 - (c) Asking questions which reflect basic understanding of material;
 - (d) Using own initiative to understand material;
- (iii) Sacrifices personal time in pursuit of professional and academic excellence.
- (iv) Does a good job for the sake of "a job well done".
- (v) Recognizes poor personal performance and attempts to rectify it by seeking guidance or assistance.
- (vi) Persists repeatedly at task accomplishment in the face of obstacles and problems.
- (vii) Works excellently in a team.
- (viii) Does not solicit help until personal resources have been tested and found inadequate.
- (ix) Does not "quit".
- (x) Strives to develop the skills of leadership.

- (xi) Sets an example by personal conduct.
- (xii) Takes initiative to get the job done 'without waiting to be told to do so'.
- (xiii) Is selfless in doing his/her duty.

DRESS RULES

- 2.2 Judicial Officers are required to be properly dressed, whether in class, outside the class, or in the Mess as per detail given below. The dress should be sober and not flamboyant. Jeans, T-shirts, sneakers, tennis shoes and slippers are forbidden in class or the Mess.
- 2.3 It requires no reiteration that while holding court a judicial officer is required to wear the dress prescribed by the Lahore High Court. The same has been mentioned in the Joining Instructions as well. Anyhow it is reproduced as under:-

Dress for Male Judicial Officers:

Pant, white shirt, black coat and black necktie.

The aforesaid dress will obviously be applicable to the participants during the training course.

- (i) We wear clothes, first of all for comfort-and that includes the comfort of self- confidence that comes from being suitably clad. Comfort is important when your mind is at work. Too tight or too loose clothing can put forward a bad impression. The clothes you are wearing for work should be well fitting, clean and well ironed.
- (ii) Suitability comes before all other considerations. Therefore, no matter what the current fad or fashion, certain rules about good taste in clothes do not change.
- (iii) Choose clothes appropriate to the time, place and occasion in their style, fabric and degree of formality.

DRESS TIPS FOR MALE JUDICIAL OFFICERS FOR SOCIAL FUNCTIONS:

Besides, the following tips are given concerning dress:-

- (i) Preferably wear dark suits such as black, steel greys, dark browns, shades of blue i.e. navy blues and not sky blue.
- (ii) Jackets must be well fitting and so should be the trousers.
- (iv) Dress shirts should be clean and crisply ironed, preferably in white or any other light shades. Pinstripes on shirts can look decent as long as they are narrow.
- (v) The cuffs must be clean and peep out from under the jacket sleeve with suitable studs/cufflinks (optional).
- (vi) Avoid the temptation of wearing multi-coloured links. Instead they must be in sober colours.
- (vii) Do not forget to button the collar right up to the top when wearing a tie.
- (viii) The length of the tie should comfortably reach the middle of the belt i.e. the buckle. Belts can be in colours such as black and brown. However, the colour of shoes and the belt should be the same as a fashion rule. The belt buckle must not be too pronounced.
- (ix) The colour of socks should be generally in harmony with the colour of shoes, the neck-tie and trousers.
- (x) The choice of shoes should be limited to browns and blacks only. One can use the shades of browns depending on the colour of the suit. Avoid grey and white shoes,
- (xi) In casual clothing, one must not forget that class and style still dominate the outfit. At the workplace, when required to dress up casually, one must give preference to semi-formal clothing - polo shirts, corduroy pants, dockers or even dress pants with semi-formal shirts. The colours should be light. In summer, jackets of light material can be worn.

DRESS TIPS FOR FEMALE JUDICIAL OFFICERS

Female Judicial Officers are mandated and expected to wear dress as prescribed by the Lahore High Court and it is amplified and reproduced below:-

Dress for Female Judicial Officers:

White Shalwar Qameez and Black Dopatta, Black Coat, formal court shoes/closed sandals with straps. Use of slip-ons/flip flops/chappals, capris, chooridar pyjamas, jeans & variations thereon are not allowed.

Besides, following tips for Female Judicial Officers are given below:-

- (i) Female judicial officers have more scope than their male colleagues to be creative while dressing. Their appearance and dress should, however, reflect a degree of simplicity and elegance, which does not detract from the professional image of a judicial officer.
- (ii) Adopt the conservative approach in shoes; mid-heel, closed toe. In summers, if you wear sandals, ensure these have back straps. Avoid wearing open slippers.
- (iii) Professional look demands use of minimal accessories.
- (iv) Make sure that your hair style is neat and professional. Hair should either be tied, or, if short, properly combed.
- (v) Dupata should be worn properly. It adds elegance to your personality.
- (vi) Remember, the clothes you wear to your workplace, position you. Wardrobe rules for working women demand that their attire be in harmony with the cultural norms.

BEHAVIOUR

- 2.4 Give utmost respect to your teachers. You should remain indebted to any person who has taught you even one word of spiritual or worldly wisdom. Show deference and respect to the faculty members whether visiting or part of the Academy.
- 2.5 Do not make fun of them, ridicule them or caricature them even in their absence. It is in bad taste.
- 2.6 Wish a faculty member when you come across him, even if you feel he does not recognize you, and it would add to your grace if you rise for him/her.
- 2.7 A joke or prank is fun as long as it is taken in the same spirit. The joke ends when the person who is the butt of the joke disapproves of it, or is annoyed. Never carry a joke so

far that it causes unpleasantness. Never make fun of any one's physical disabilities.

- 2.8 One of the very important components of the training is sharing and tolerance. Show the utmost consideration to your room mate. The rule of thumb in this case is to treat him / her as you would like to be treated by him / her. When sharing rooms with your colleagues, avoid disturbing them when they are asleep or eating. Make adjustments in your habits as far as possible to avoid causing inconvenience to your roommate. As far as possible, try to use the bath room when he / she does not need it.
- 2.9 Perhaps the most difficult aspect of the training programme for you as well as for the trainers, is to bring about an attitudinal and behavioral change in you. From being a carefree, happy-go-lucky college / university student who does not have a care in the world and who attends classes at will, you have to change into a responsible judicial officer. We would like this transformation to be complete but without causing any problems for you.
- 2.10 Your female colleagues, though intellectually your equal, nevertheless require to be treated with a greater degree of courtesy and respect. Offer them your seat if required, and refrain from cracking ribald jokes in their presence.
- 2.11 Wear your name-tags on all formal and informal functions and also while attending classes.
- 2.12 Smoking is strictly prohibited in all public areas, including the Mess and the hostel common room.

CLASS ROOM ETIQUETTE

- 2.13 Trainee judicial officers are expected to take their allotted seats and strictly adhere to the seating plan.
- 2.14 Trainee judicial Officers should take their seats well before the time designated for the commencement of the lecture, after marking their attendance on the biometrics machines. Punctuality should be strictly observed in both academic and co-curricular activities.
- 2.15 You must be punctual in coming to the class. However, if, for some unavoidable reason you are late, enter the class room as unobtrusively as possible. Don't barge in. It is best not to be late.
- 2.16 Ask questions politely in order to seek or give information and not to show off or score a point. Do not enter into an altercation particularly with a guest speaker. Questions

addressed to faculty members/guest speakers should be clear, precise and polite. Please stand up or raise your hand before asking a question. Trainee Officers must remember that guest faculty is invited by the Academy. As such they are honored guests; they should not get the feeling that they are being treated rudely or indifferently.

- 2.17 If you have more than one question to ask, please remember to give a chance to others also to ask questions and make observations.
- 2.18 Normal courtesy demands that you do not interrupt a speaker while he is speaking. Questions should be asked at the end unless the speaker indicates otherwise.
- 2.19 Talking or whispering during a lecture disturbs not only the speakers but other trainee officers also. Remain silent during lectures, if only as a matter of courtesy to the speakers.
- 2.20 The posture adopted while sitting in the classroom is extremely important. Sit with the back upright, without slouching in the chair, either to the front or to the back. Do not cross your arms behind your head. This is extremely impolite.
- 2.21 While applauding guest speakers, thumping on the table should be avoided. This is bad manner. One should clap with one's hands but only when asked by the faculty member incharge.
- 2.22 When classes are taken by a guest lecturer, trainee officers are expected to remain standing after the lecture till the guest has left the class.

PART- III

FINANCIAL MATTERS (PUBLIC)

3.1 Please ensure that:

- (i) All norms of probity and appropriateness are followed to avoid misappropriation.
- (ii) All disbursements are done in accordance with the rules/regulations specified by the government.
- (iii) All receipts are deposited in Government Treasury without loss of time.
- (iv) Assessment of government levies/taxes etc. is undertaken without any compromises leading to personal benefits,
- (v) Maintaining highest standard of personal integrity would ensure the flow of resources into public coffers.
- (vi) Remember that you are financially responsible for public money entrusted to your charge and also liable to make good any losses incurred due to your negligence.

FINANCIAL MATTERS (PERSONAL)

3.2 Be very careful in filling T.A. Bills. Never fudge the time or date. Never claim hotel bills when you have not actually stayed there.

3.3 Never write a cheque for more than the amount you have got in your bank. A dishonoured cheque is a disgrace and an offence. Never on any account issue or sign a blank cheque.

ACCOUNTS

3.4 Keep proper accounts and do not forget to fill in the counterfoils of your cheques. These afford an excellent means of keeping a running balance.

3.5 When your bank sends your account statement, see that it agrees with your counterfoils.

RECEIPTS

3.6 Always acknowledge the receipt of money, no matter how small and from whom it comes. Answer letters about money matters promptly and maintain a complete record.

- 3.7 Similarly keep a written record of all the payments that you make. Insist upon written acknowledgment of such payments.

SUBSCRIPTION AND OTHER BILLS

- 3.8 Pay your Club Bills, Mess Bills and all your subscriptions punctually. Slackness on this count will bring discredit to you.
- 3.9 The root cause of all personal financial problems is the effort to keep up with "others".
- 3.10 Regulate your expenditure in order to live within your means and don't bother about what others are doing.
- 3.11 Save for a 'rainy day'. Saving is a good habit.
- 3.12 As a rule, avoid borrowing money but if you have to do so to meet an unavoidable urgent need, never borrow money from someone under your influence or within your jurisdiction. Always go to a bank.
- 3.13 Avoid accepting hospitality you can not return.

PHYSICAL FITNESS

- 3.14 Maintain and promote your health. Take precautions against disease, particularly- contagious and infectious. Prevention is better than cure. Be conversant with the fundamental principles of hygiene. A healthy body carries a sound mind which is essential for the efficient discharge of your duties. Take physical exercise daily: you will improve both your physique and health. Watch against obesity which tarnishes your image as an officer. If you are strong and tough you will be able to work for longer hours with greater concentration.
- 3.15 Regular brushing of teeth, combing of hair, clipping of nails is essential.
- 3.16 Oral hygiene is very important to avoid bad breath.
- 3.17 Bad body odours can be taken care of by taking a bath regularly and using a deodorant.

PART-1V

MESS CUSTOMS

PURPOSE

- 4.1 The purpose of a mess is to provide:
- (i) Home for the dining members, both permanent and temporary.
 - (ii) Focus for the social life of the members.

MESS RULES

- 4.2 Every mess has its rules. Acquaint yourself with these on first arrival and abide by them to ensure the sound running of the mess.

ATTITUDE TOWARDS THE MESS

- 4.3 Maximum respect should be given to the mess rules and regulations.
- 4.4 The mess is intended primarily as the trainee officers' home. Behave so as not to make the mess uncomfortable for others.
- 4.5 Ladies should not be discussed in the mess.
- 4.6 Dignified language must be used especially when speaking with or in the presence of ladies.
- 4.7 Proper dress code must be observed in the mess.

COURTESY TO SENIOR OFFICERS

- 4.8 All trainee officers are responsible for mess discipline. "
- 4.9 When a faculty member enters the mess, wish him, and let him have a chair but do not be stiff or too formal with him.
- 4.10 Trainee Officers should not be afraid of entering into conversation with faculty members in the mess, especially at meals, but they need to be always courteous and polite.
- 4.11 There is a tendency to crowd around the Chief Guest leaving the other guests to look after themselves. Avoid doing so. All guests are to be treated with the same courtesy and respect.
- 4.12 Stand up when spoken to by a senior, if he is standing.

COURTESY TO VISITORS

- 4.13 Visitors come to the mess frequently. Whether they are just visitors, who come to pay a courtesy call, or they have been invited or they are just faculty members, see that they are looked after and made to feel at home. When they come into the mess, offer them a soft drink or tea.
- 4.14 Criticism of other members of the mess, and topics on religion and politics should be avoided.
- 4.15 One of the oldest traditions prohibits the discussing of official business in the mess. At times this may be unavoidable, but limit such conversation to the minimum.
- 4.16 Bawdy jokes are out of place at the mess table.

NOISY BEHAVIOUR

- 4.17 Noisy behaviour at the mess table is bad and must be avoided.

COMPLAINTS

- 4.18 Treat the mess staff with consideration. They have a very long day and we are all bound to make mistakes sometimes.
- 4.19 Never make the mess staff uncomfortable in the presence of guests by getting angry with them for making a mistake.

FORMAL DINNER PROCEDURE

- 4.20 Be at the venue at least 15 minutes before the official time for dinner. If there are guests, help to look after them by talking to them and offering them soft drinks, etc. You are expected to be present well before the guests arrive to receive them and to see that no guest is left unattended. Move around freely and look after guests. Do not leave the Mess until all the guests have left.
- 4.21 Trainee Officers appointed to escort guests or faculty members should receive the guests at the entrance and should remain in attendance throughout. Escort Officers are expected to look after their guests and should introduce them to other Trainee Officers and Faculty members if the guests have not met them earlier. On conclusion of the meal, escort officers are expected to see their guests off.
- 4.22 Do not monopolize the senior guest or leave him/her abruptly. Request to be excused when you leave him / her.
- 4.23 When dinner is announced, the Class Rep will take the senior guest or the senior officer present to dinner. Other officers (junior officers should allow their seniors to

precede them) then follow into the dining area. Do not sit down until senior guest is seated.

- 4.24 During the meals, keep an eye on the progress of others, and if necessary, speed up your eating to avoid holding up everyone else.
- 4.25 When guests are present, do not leave the mess until they depart.

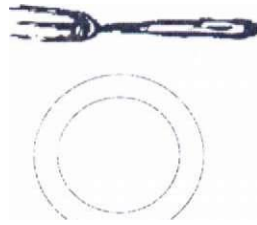
TABLE MANNERS

- 4.26 Before serving yourself draw your chair as close to the table as convenient. This will enable you to sit upright.
- 4.27 Place your napkin on your lap. Napkins are meant for wiping your mouth/hands and not for blowing your nose in it.
- 4.28 Do not heap your plate, or handle it noisily while eating.
- 4.29 Do not brandish cutlery when not using it.
- 4.30 Do not search around in the dish for the choicest bits or thumb through 'chapatis' till you come to a hot one.
- 4.31 Sit upright while eating. You may, however, lean slightly forward to prevent food falling off from your fork or spoon.
- 4.32 Do not place your elbows on the table at any time during the meal. Nor should you Hap them around like a bird.
- 4.33 Do not move your hands side ways when cutting meat lest your elbows should strike your neighbor. Move them diagonally.
- 4.34 Never talk with your mouth full. Chew with your lips closed. Say, "excuse me" if addressed and talk only after you have swallowed what is in your mouth.
- 4.35 Speak softly and gently, just loud enough for your immediate neighbour to hear. Avoid talking across the table.
- 4.36 Never use a toothpick during the meal.
- 4.37 Do not lean across the table to get a salt cellar or a pepper pot or a dish. Always ask the one nearest "could you please pass me".
- 4.38 It is permissible to eat with your finger but do not lick your fingers. You must also avoid wiping them on a napkin or the table cloth.
- 4.39 Do not lean back or lean forward on your chair. Keep your chair stable on all its four legs at all times.

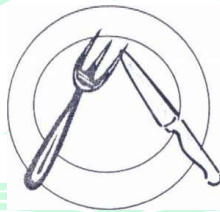
- 4.40 After the meal, place your napkin on the left of the table. (Note: contrary to popular belief, the napkin is not to be folded unless you are to use it for another meal).
- 4.41 After getting up, put the chair noiselessly back in its original place.
- 4.42 Where a meal is eaten with fingers, it is usual to wash your hands at a wash basin. Do not splash water on the wall or unduly dirty the soap or towel. Sometimes a finger bowl with water, a wedge of lime or a few petals may be placed before you. Wash your fingers delicately, using the lime to remove grease. Run your dampened fingers over your lips. Wipe your lips and finger with the napkin. Do all this as unobtrusively as possible.
- 4.43 Formal dinners are occasions when maximum formality has to be observed in all your activities. They are more in the nature of ceremonies than opportunities to satisfy your hunger.
- 4.44 Dinners are both official as well as social occasions. Polite talk is important. It should be carried on while you are eating.
- 4.45 Learn the correct use of fork and knife. Do not eat with the knife -use the fork and make as little noise as possible while eating with fork and knife.
- 4.46 Do not start eating till the guest of honour or the senior most guest starts eating.

USING SILVERWARE. IN FORMAL / SIT DOWN DINING

- 4.47 The plate is in the centre, knives/spoons on the right, forks on the left.
- 4.48 The cutting edge of the knife is towards the plate and the tines of the forks point upwards.
- 4.49 Each course has a utensil. Silverware is set in order of its use. The pieces to be used last, being nearest to the plate. Use the utensils from outside in.
- 4.50 Salad fork is on the outmost left side followed by the dinner fork.
- 4.51 Soup spoon is on the outmost right followed by a table spoon and knives.
- 4.52 Dessert spoon and fork is in front - horizontal to the centre plate. Spoon bowl facing left and fork tines facing up.

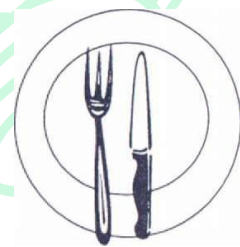


- 4.53 Liquids are taken from the side of the spoon and solids from the tip.
- 4.54 When using a knife and fork together, the knife is placed in the right hand and fork in the left hand.
- 4.55 Always place the index finger on the top of the knife. (Don't grasp in the fist).
- 4.56 Lift food to the mouth with the fork, tines down.
- 4.57 Use the knife gently, not forcefully.
- 4.58 Don't use silverware as sabres while talking.
- 4.59 When not in use, fork, knife or spoon is placed on the plate at a convenient angle in the form of an inverted "V".



- 4.60 Once the silverware is used in a course, it will not be used again.
- 4.62 To signal that you have finished, place the fork, knife or spoon at 5-11 or both together at

4.61



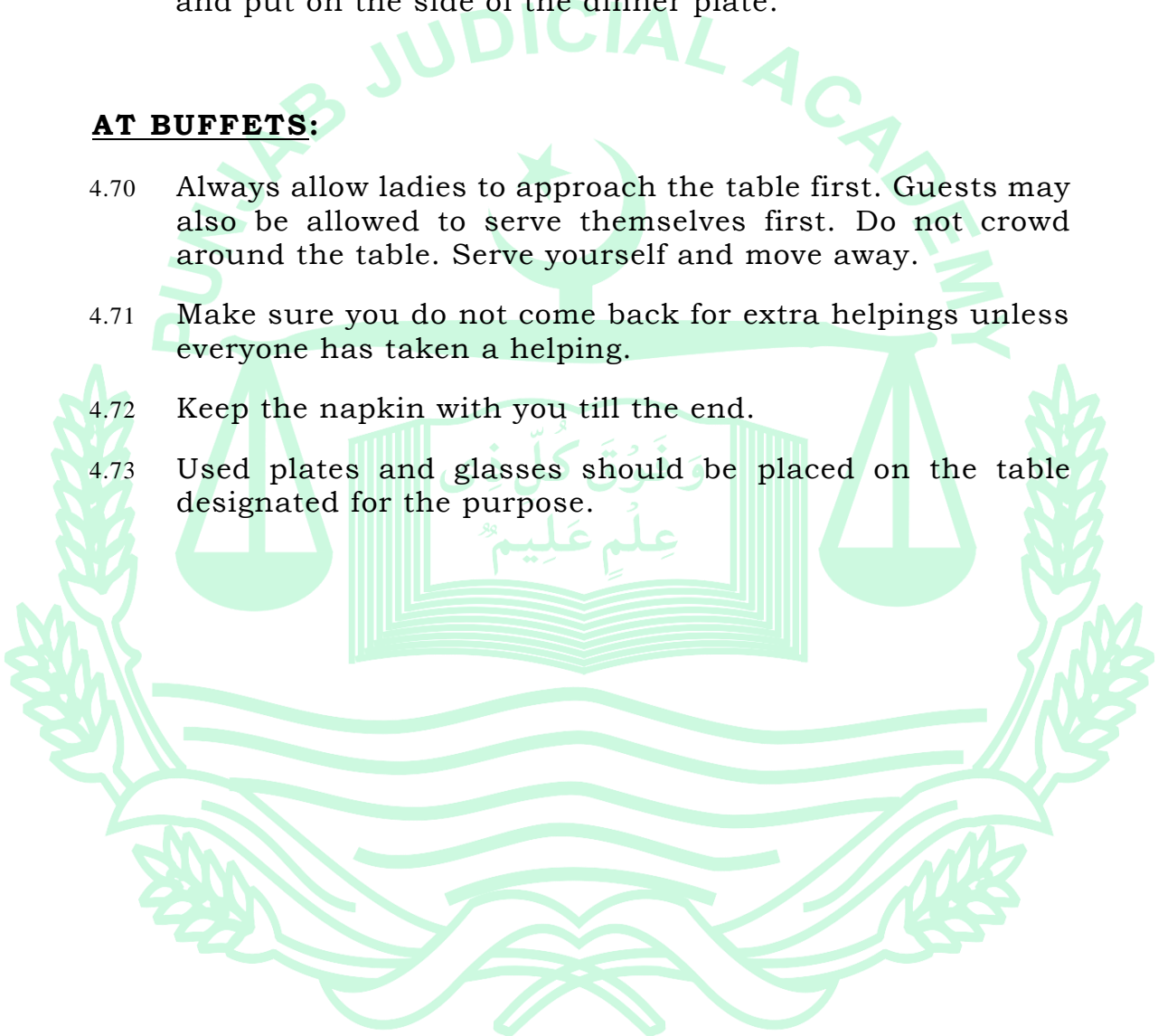
- 4.63 Everything is cleared before the last course. Only the glasses remain on the table when the dessert is served.
- 4.64 Don't let the spoon remain in the cup or glass when drinking. Place it on the under plate.
- 4.65 Leave from your right after the dinner is over.

OTHER TIPS

- 4.66 Picking a chicken with fingers is strictly for informal occasions. It should be eaten with the knife and fork.
- 4.67 Don't chew bones.
- 4.68 Chops too should be eaten with knife and fork.
- 4.69 Small fish is often served whole, large fish in pieces. Fish bones are removed from the mouth with finger tips-not fork and put on the side of the dinner plate.

AT BUFFETS:

- 4.70 Always allow ladies to approach the table first. Guests may also be allowed to serve themselves first. Do not crowd around the table. Serve yourself and move away.
- 4.71 Make sure you do not come back for extra helpings unless everyone has taken a helping.
- 4.72 Keep the napkin with you till the end.
- 4.73 Used plates and glasses should be placed on the table designated for the purpose.



PART- V

CODE OF CONDUCT FOR OFFICERS / QUALITIES OF A GOOD OFFICER

5.1 A GOOD OFFICER;

- (i) Takes initiative;
- (ii) Actively seeks responsibility;
- (iii) Proposes course of action and enlists cooperation of peers to accomplish goals in various activities;
- (iv) Accomplishes group tasks when assigned as a leader;
- (v) Is knowledgeable and available to others as resource person for information, assistance and encouragement;
- (vi) Listens to feedback and acts appropriately;
- (vii) Is persuasive in putting across his/her point of view; and
- (viii) Sets high standards by personal example.

PUNCTUALITY

- 5.2 It is not officer like to be late for duty. It is bad manners to be late for an appointment. If you make a practice of always being five minutes early, you will save yourself a lot of embarrassment.

PROFESSIONAL ETHICS AND INTEGRITY

- 5.3 An officer is expected to reflect the highest standard of ethical behavior in fulfilling his duties and responsibilities. There is no easy definition of ethics but the following questions, if asked before any action may help in adhering to ethical behavior:-

- i) Does an action attempt to deceive anyone or allow anyone to be deceived?
- ii) Does an action gain or allow the gain of a privilege or advantage to which you are not otherwise entitled.
- iii) Would you be satisfied by the outcome if you were on the receiving end of this action?

PROFESSIONAL KNOWLEDGE

- 5.4 Read rules and regulations carefully and try to consistently improve upon your professional knowledge.
- 5.5 The ability to write well and put across your ideas precisely is a great asset. If you have been writing for professional journals, newspapers, etc., keep it up.

- 5.6 Read what you have written carefully. Mistakes of any sort give a poor impression.
- 5.7 If you want anything done really well, attend to it yourself.
- 5.8 Pay attention to the smallest detail of a task assigned to you.
- 5.9 Similarly learning to speak well will stand you in good stead throughout your life.
- 5.10 Keep up the reading habit. Remain in touch with the latest books.
- 5.11 Avoid gossip and loose talk as they lead to undesirable results.
- 5.12 Avoid speaking ill of your colleagues.

TEAM WORK

- 5.13 Team work comprises those actions that indicate commitment to the achievement of group or organizational goals, timely and effective discharge of duties and obligations, working effectively with others and compliance with organizational policies. A good officer is one who:
- (i) Accepts and implements assignments willingly;
 - (ii) Follows lawful orders;
 - (iii) Manifests respect for superiors;
 - (iv) Participates in team/mission accomplishment without being specifically requested to do so;
 - (v) Defends actions of other team members against outside criticism, when appropriate, in a dignified manner;
 - (vi) Works effectively on team or group academic projects; and
 - (vii) Keeps superiors informed of progress/problems.

PLANNING AND ORGANIZING

- 5.14 An organized officer has the ability to establish a course of action for him/her and for others to accomplish specific goals, establish priorities and to appropriately allocate time and resources. I, He/She
- (i) is able to balance competing demands and set tasks priorities;

- (ii) informs peers in good time when their support is required;
- (iii) allocates sufficient time for the completion of tasks;
- (iv) uses some form of personal planning calendar to organize tasks;
- (v) arrives in time to attend functions, classes, duty assignments etc;
- (vi) meets deadlines for assignments;
- (vii) schedules appropriate amount of time for the completion of academic requirements.

ATTITUDE TOWARDS ORDERS

- 5.15 Speak your mind honestly and frankly before a decision is taken but once a decision is taken, implement it with honesty, sincerity and dedication.
- 5.16 Don't be apologetic about orders. It gives an impression that the order is not based on merit. Avoid shifting the onus of an order onto someone else by saying I did not want to do this or that but so and so insisted upon it'.
- 5.17 Try and foster team spirit. Carry your team with you. A bit of humour and affection is always helpful.
- 5.18 Never feel that any task is below your dignity and don't interfere unnecessarily once you have been assigned a task.
- 5.19 If your team has to work all night, a visit will help encourage them and keep up their morale.
- 5.20 If told off for a fault, do not brood over it and never allow yourself to become a person with a grievance.
- 5.21 Loyalty begets loyalty. Help your subordinates in implementing orders. Listen to their difficulties with patience.
- 5.22 Don't shirk responsibility.
- 5.23 Try and be a '**part of the solution**' and not a '**part of the problem**'.

CONSIDERATION FOR OTHERS

- 5.24 It denotes actions which indicate sensitivity and regard for the feelings and needs of others. An officer:
- (i) Adjusts to feelings, needs and interests of colleagues;
 - (ii) Demonstrates awareness of others' embarrassment, agitation, hostility etc;
 - (iii) Accords the fullest respect to others and desists from hurting their self - esteem; does not reprimand in front of others.
 - (iv) Listens carefully to the opinion of his/her peers and subordinates and responds thoughtfully to them;
 - (v) Shows genuine interest and concern for others' problems;
 - (vi) Acknowledges good performance by colleagues;
 - (vii) Displays common courtesies in everyday interactions with others;
 - (viii) Ensures that subordinates are properly cared for.

COURTESY

- 5.25 Courtesy is free of cost. Use it literally. It will earn you a lot of good will. Never be discourteous to the general public even if the demands being made are unreasonable. Do not get provoked into losing your equanimity.
- 5.26 Do not indulge in heated arguments with the general public or your subordinates.
- 5.27 Never use physical force in settling an argument.
- 5.28 Never use abusive language. An officer must always remain in full control of himself/herself.
- 5.29 When a visitor walks into your office, stand up to shake hands with him. Shake hands warmly. A limp hand shake sends across wrong vibes.
- 5.30 Always return telephone calls. If you are not in office ask someone to keep a complete record of all telephone calls so that you can return these calls later.
- 5.31 Pay your fullest attention to whoever has come to see you. Don't try and dispose of other work and attend to telephone calls while listening to a visitor seated before you. He will go away dissatisfied.
- 5.32 Don't keep visitors waiting unnecessarily. This annoys the visitors and make them needlessly aggressive.

- 5.33 If someone seeks an appointment with you give it at the earliest. Once appointment is made, make sure that you see him. In case something unexpected comes up, inform the visitor of your pre-occupation and see him later. The visitor will carry a poor impression of you if he comes to your office and is then told that you are not available.

DON'TS

- 5.34 DON'T neglect the comfort and general welfare of your subordinates.
- 5.35 DON'T address your subordinates rudely. Learn the names of your subordinates. They will appreciate being addressed by their proper names.
- 5.36 DON'T show favoritism. If your subordinates think you are unjust and partial, your team will be unhappy and discontented.
- 5.37 DON'T curb your subordinates' initiative; direct it into proper channels. Always give your subordinates a patient hearing.
- 5.38 DON'T permit senior subordinates to be aggressive or overbearing towards the junior subordinates; insist on mutual respect.
- 5.39 DON'T forget to study your subordinates. Learn their idiosyncrasies. Mark the weak ones and those on whom you can implicitly rely to do their job efficiently. It is equally important to study the idiosyncrasies of your superiors. If you wish to succeed, you will require using your ingenuity and tact in the matter of idiosyncrasies.
- 5.40 DON'T make recommendations for promotion unless you are certain that the person concerned is competent and really deserves to be promoted in accordance with the rules.
- 5.41 DON'T try to take all the credit for a task well done. Share it with your subordinates without whose help it would not have been possible.
- 5.42 DON'T shift the blame on to your subordinates if things go wrong.

YOUR PERSONAL EFFICIENCY

- 5.43 DON'T scorn knowledge of service regulations. It is better to know a thing and not need the knowledge, than to need it and not know it.
- 5.44 DON'T lack initiative. We are not all born with it, but it can be cultivated.

- 5.45 DON'T be afraid to make up your mind quickly and correctly. Mistakes made in good faith are normally overlooked.
- 5.46 DON'T forget to cultivate tact; you will need it all day long.
- 5.47 DON'T forget confidence is begotten of experience and knowledge. The latter must be acquired by your own efforts.
- 5.48 DON'T start explaining all the difficulties you will have in carrying out an order. Overcome them and give effect to the order as speedily as possible
- 5.49 DON'T be sarcastic with subordinates or ridicule them. Point out their weakness in a proper way. Avoid public reprimands.
- 5.50 DON'T lose your temper.
- 5.51 DON'T be pompous. Do not adopt a bullying attitude or start shouting particularly when there is no occasion to do so. Orders can be equally well given in a quiet but firm manner.
- 5.52 DON'T curse subordinates. It is cowardly. They can not curse back. And if they do, you will find yourself to be an object of ridicule.
- 5.53 DON'T lose your sense of humour.
- 5.54 DON'T be guilty of "nagging". Cultivate the art of short, sharp reproof in private, should the matter demands it.
- 5.55 DON'T find fault unnecessarily, or omit to find fault when the occasion demands it.
- 5.56 DON'T reprimand anyone, in the presence or hearing of those junior to him in rank. You will undermine his and indirectly your own authority, if you do so.
- 5.57 DON'T fail to correct your subordinates if you hear them speaking disrespectfully of superior officers, but do it tactfully.
- 5.58 DON'T give vague orders. Orders must be clear, precise and lucid, both oral and written. Say what you mean. The power of clear, unambiguous expression is not a common gift as is usually imagined. Try to acquire it.
- 5.59 DON'T forget that all your orders must be 'lawful' orders.
- 5.60 DON'T give a gloomy or depressive impression. Always be positive and enthusiastic.

YOUR BEHAVIOUR AND PERSONAL EXAMPLE TO OTHERS

- 5.61 DON'T push yourself forward at the expense of others, especially your colleagues.
- 5.62 DON'T quarrel; it dissipates energy needlessly.
- 5.63 DON'T walk arm in arm or hand in hand in public.
- 5.64 DON'T waste time in grumbling. You will acquire a reputation as a grumbler.
- 5.65 DON'T fail to show respect for senior officers at all times, but avoid a servile or fawning manner.
- 5.66 DON'T allow your personal dislike of an individual to impair your good manners, judgment and fairness.
- 5.67 DON'T bore people with narrating your own experiences, however interesting they may appear to you. They want you to listen to their experiences also. A good listener is usually very popular.
- 5.68 DON'T ask a question or state your problem by interrupting someone or without seeking permission of the senior officer to speak.
- 5.69 DON'T seek ill of the officer from whom you have taken over charge or try and gather information about him. In most cases you will be misled by clever subordinates. Similarly avoid passing comments on the officer to whom you have handed over charge.
- 5.70 DON'T seek popularity with subordinates by assuming a contempt for authority and strict discipline. You will lose their respect and gain nothing.
- 5.71 DON'T apply for leave the first day you arrive at your new station. You will create a bad impression.
- 5.72 DON'T try to evade your responsibilities. You are not paid to pass the buck to others. Young officers need to exercise great care when handling experienced subordinates. Treat them with respect and courtesy but maintain your dignity and avoid undue familiarity.
- 5.73 DON'T restrict privileges which the regulations permit; allow all to enjoy them to the full, but immediately withdraw them for a suitable period from those who abuse them.
- 5.74 DON'T use your position 'to inflict' any punishment which could be termed' malicious.

- 5.75 DON'T forget that the careers of your subordinates can be seriously damaged by a mistake on your part. Be correct in all your dealings with offenders, and above all be just.

CORRECT CONDUCT IN PRIVATE AFFAIRS

- 5.76 DON'T discuss official matters in private correspondence.
- 5.77 DON'T discuss official matters with anyone, unless it is a matter which his/her official position demands that he/she should know.
- 5.78 DON'T discuss official matters at home. Your family will undoubtedly be curious, and you may wish to impress them with the importance of your position, but careless talk even amongst those you trust most, may be detrimental to the interest of the Government.
- 5.79 DON'T fail to address officers correctly even in informal invitations.

GUIDELINES FOR LADY OFFICERS

- 5.80 You should never forget the fact that you have been selected on the basis of your intellectual ability and academic achievement.
- 5.81 Having reached this level of accomplishment, you should not expect preferential treatment, and should be prepared to rough it out with the rest of your colleagues.
- 5.82 You should reconcile yourself to the forfeiture of the usual privileges of a lady by showing proper deference to a senior colleague or elderly guest who enters the room. You should make an effort to demolish the common perception that you belong to the weaker sex by taking regular part in sports and extra-curricular activities and excelling in them.
- 5.83 Your personality and conduct would be under constant scrutiny until you prove that you are a thorough professional.
- 5.84 You cannot work in isolation. Mingling and socializing with male colleagues is sometimes a necessity but you would be setting all the limits, yourself.

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