

This was my first piece that I wrote about the bureaucracy, after joining it as an IAS probationer in July 1975. It was submitted at the Lal Bahadur Shastri National Academy of Administration, Mussoorie in November 1975, and a few eye-brows were raised even then at what was considered "my attitude"!

In the next 40 years, I have not been able to change these basic views where the hegemonic and robotic aspects of bureaucracy are concerned, I have tried my best to improve the system, with my limitations.

Jawhar Sircar,

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(From 1975-2012)

Delhi

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