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By e-mail
No. 76/67/MISC/C/DE/2025
Govt. of India, Ministry of Defence
Directorate General Defence Estates
Raksha Sampada Bhawan
Ulaan Baatar Road, Delhi Cantt.
New Delhi - 110010

Dated: 08 October, 2025

To,

The Principal Director, Defence Estates,
Central/Eastern/Northern/Southern/South-Western/Western Command
Lucknow/Kolkata/Jammu/Pune/Jaipur/Chandigarh.

Subject: Advisory on Conduct, Public Engagement, and Institutional Dignity.

It has been observed with concern that this Directorate General continues to receive complaints and representations regarding the conduct of officers in their dealings with the public, public representatives, and stakeholders. As custodians of public trust, all Chief Executive Officers and Defence Estates Officers are expected to embody the highest standards of humility, accessibility, and accountability.

2. Citizens, the ultimate stakeholders in Cantonment Board administration, must be engaged with patience, seriousness, and timely attention. Their concerns and grievances must never be met with arrogance, indifference, or avoidance, as such conduct amounts to failure of duty.
3. The authority entrusted to officers at all levels is not a personal privilege but a solemn responsibility to administer with fairness, dignity, and respect.
4. Equally important is the need to maintain constructive relations with public representatives, who, as the elected voice of the people, play a vital role in conveying local concerns and facilitating solutions. Officers must extend due regard, listen attentively, and ensure that legitimate issues raised are addressed without undue delay, as any display of disrespect undermines institutional credibility and hampers governance.
5. Fixed hours for public interaction, prompt responses to correspondence, and personal commitment to grievance redressal are essential practices. Avoiding public interaction or delegating such responsibilities entirely to subordinates is unacceptable. Officers must lead by example, as they are the face of the service in their jurisdictions and institutions.
6. It has been observed that instances of perceived arrogance, non-availability of officers in office during working hours, and lack of responsiveness in dealings with the general public and public representatives are creating adverse impressions about the service, which is a matter of serious concern. The dignity of the service rests not only on the efficiency of its operations but also on the conduct and demeanour of its officers. Every interaction at the level of officers serves as a reflection of the values, culture, and credibility of the service. The conduct, communication, and decision-making of officers not only influence outcomes but also shape how the service is perceived by its stakeholders. Hence, professionalism, punctuality, integrity, and respect in every engagement are imperative to uphold the dignity and reputation of the organization.
7. As custodians of public trust, all officers, whether at the Cantonment Board level as CEOs, or the Defence Estates Offices, as DEOs and ADEOs, are expected to uphold the highest standards of humility, accessibility, and accountability.
8. The importance of courteous and prompt behaviour in all public dealings has been repeatedly underscored through various Government memoranda and instructions, in consonance

with the provisions of Rule 3-A of the Central Civil Services (Conduct) Rules, 1964. Officers are, therefore, reminded that every interaction with citizens, public representatives, and other stakeholders must reflect courtesy, patience, and professionalism, ensuring that grievances and representations are addressed with promptness, fairness, and due respect. Equally, integrity and reputation, as enshrined under Rule 3 of the CCS (Conduct) Rules, 1964, are non-negotiable tenets of public service. Every officer is duty-bound to maintain absolute integrity, impartiality, and devotion to duty, both in official and personal conduct.

9. Officers must recognize that their conduct, tone, and responsiveness in public dealings directly reflect upon the credibility of the service and the trust reposed in it by the Government and the public alike. Accordingly, all Defence Estates Officers, ADEOs, and Chief Executive Officers may be advised to ensure respectful engagement, ethical conduct, punctuality, and accessibility. Display of arrogance, avoidance, or unprofessional behaviour will not be acceptable, as it brings disrepute not only to the individual officer but to the service as a whole.



(Shobha Gupta)

Director General Defence Estates

Copy to:

All Addl. DGs

Director, NIDEM, Delhi Cantt

All officers in DGDE

All CEOs

All DEOs

All ADEOs

DGDE (Coord/Rajbhasha Vibhag)

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