NRCoP & ANZSOG present:

INTEGRITY 2025 - REGULATING EMERGING AND FUTURE INTEGRITY ISSUES

SPEAKER

Zeger van der Wal

Associate Professor

Lee Kuan Yew School of Public Policy

MODERATOR

Elizabeth Tydd

NSW Privacy & Information Commissioner

national regulators community of practice

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Q & A

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Join at Slido.com #K537

INTEGRITY 2025

REGULATING EMERGING AND FUTURE INTEGRITY ISSUES

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Integrity 2025

ANZSOG

BUREAUCRACY

The mortal fear that someone, somewhere, is working efficiently and without your permission

2018 This Is What Happens In An Internet Minute

Created By:
@LoriLewis
@OfficiallyChadd

disru

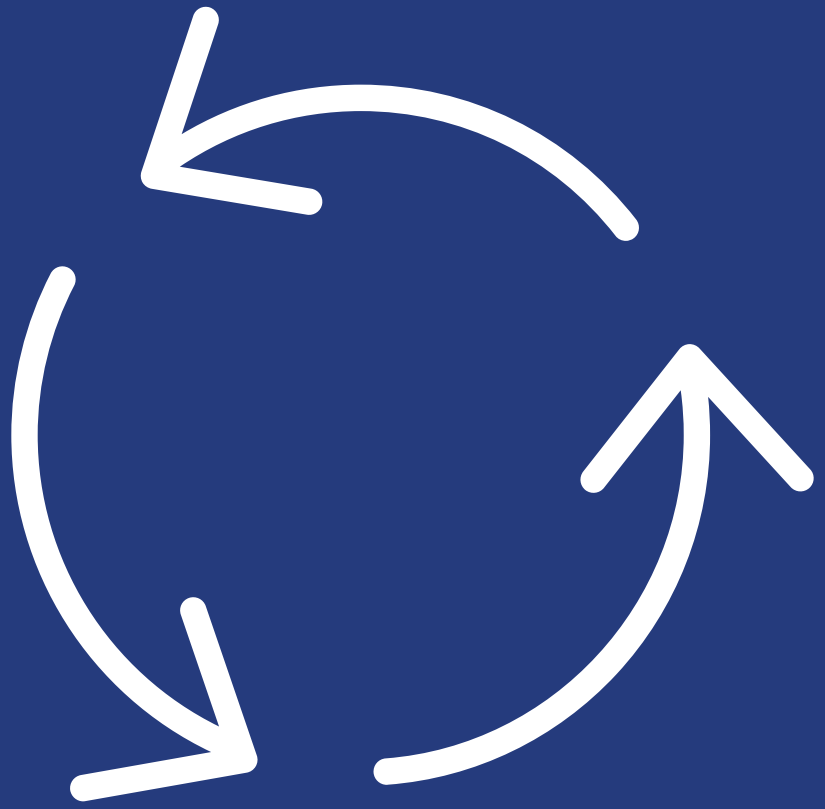
What Does this mean
for YOU?

MORAL
DILEMMA
AHEAD

BAD
GOOD

GOOD VS WELL

4 EMERGING SPACES

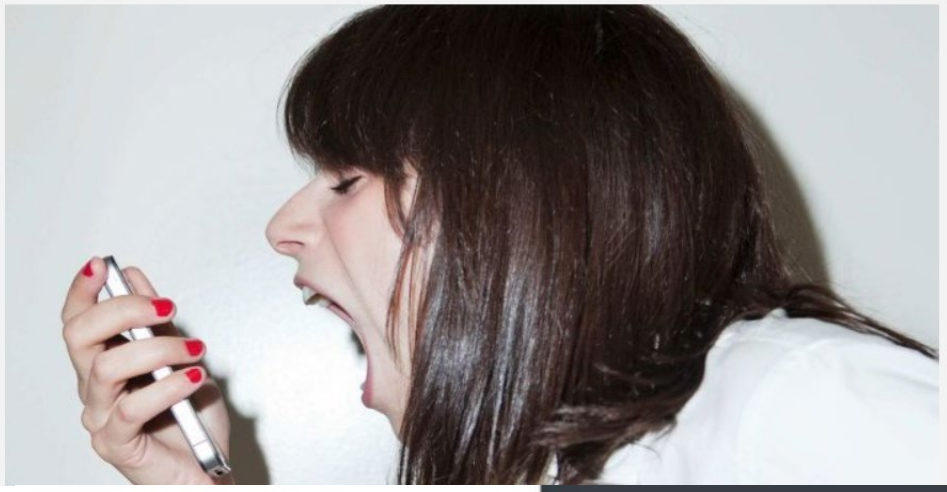


1: New media and blurred work-life boundaries

Tweet justice: should public servants be able to criticise government policy on social media?

Thursday 29 August 2013 10:26AM

Damien Carrick



NATIONAL PUBLIC SERVICE

'Thoughtcrime': Immigration official sacked for tweets wins compensation

By Doug Dingwall

Updated 18 April 2018 — 11:17am, first published at 10:48am

A A A

TODAY'S TOP STORIES

ENERGY

Labor predicts next resource boom with $1 billion pledge

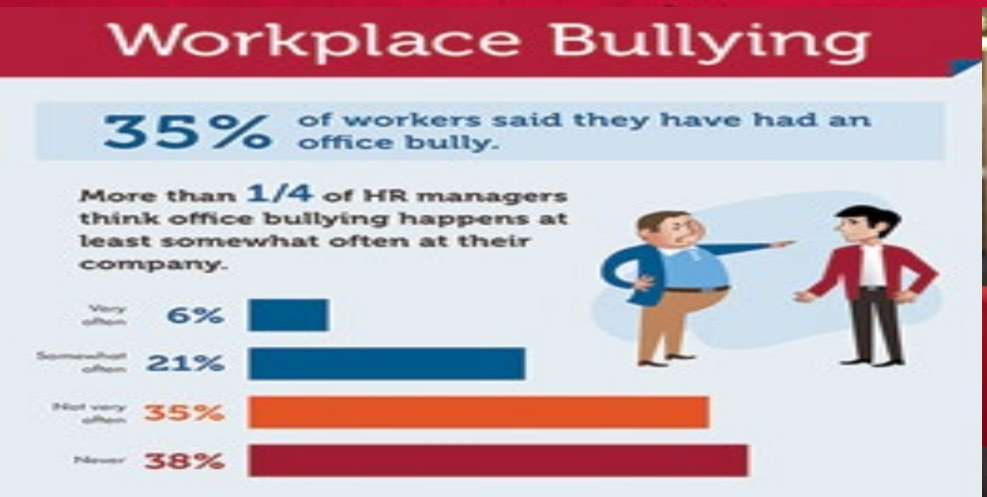
1 hour ago

A former Immigration official sacked over tweets critical of Australia's asylum seeker policy has won a fight for compensation, after an appeals tribunal found her dismissal was unlawful and described government efforts to restrict anonymous comments from its employees as Orwellian.

The decision on Monday will redirect scrutiny to the Immigration Department's dismissal of Michaela Banerji for tweeting criticisms of detention policies, and challenges Australian Public Service rules stopping public servants from expressing their political views on social media.

Ms Banerji took the government to the Administrative Appeals Tribunal after federal workplace insurer Comcare refused to compensate her for the psychological condition that developed after she was sacked in 2013 over tweets from a pseudonymous Twitter account.

2: Workplace diversity and behavioural norms



3: Big data: privacy, security, and equality

4: Horizontalization and shared accountability

now
what?

What About The Law

LEGISLATIVE UPDATE

2018 Regular Session

WHEN DO YOU NEED *WHAT*?

ANZSOG

HIGH

ACCEPTABILITY

LOW

TYPE 4 **NON-INTEGRITY PROBLEMS** Raising awareness, monitoring	**TYPE 3** ***RECURRING* INTEGRITY PROBLEMS** Raising awareness, setting rules
TYPE 1 ***SPECIFIC* INTEGRITY PROBLEMS** Role modeling, monitoring	**TYPE 2** ***URGENT* INTEGRITY PROBLEMS** Discipline, reinforcement

LOW FREQUENCY HIGH

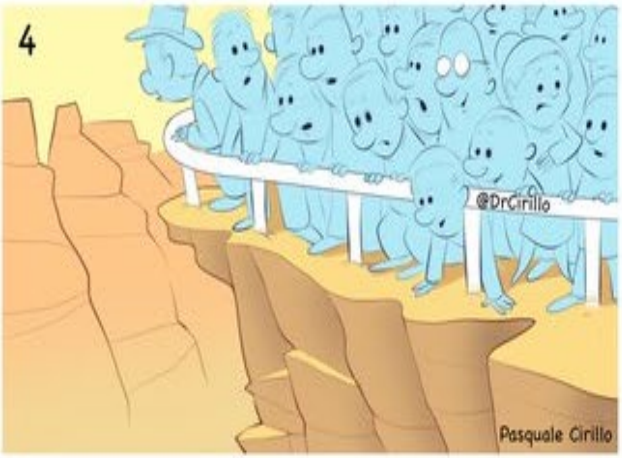
The more corrupt the state, the more numerous the laws.

Tacitus

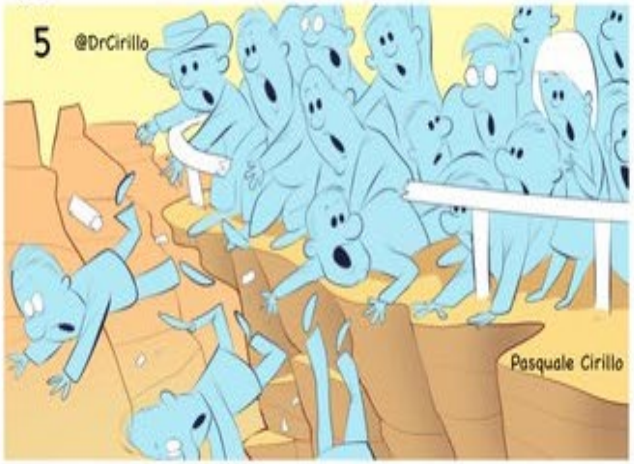
People/Organizations have different approaches to risk.

Some risk-takers may fall. It's part of the game. Nobody is happy if someone fails/falls. But markets select: it's their job.

But authorities don't like risk. They feel they can lose people's trust (and votes). They build fences, regulations. Many regulations.



But fences make people underestimate risk. They feel safe, too safe! Fences modify our risk perception.



And when fences break, many fall down, not just one. We felt safe. We were wrong.

Many financial regulations give us a false sense of security.
In order to avoid risk, we build fences. And these fences make us feel safe. Too safe! Overconfident.
We thus forget the risk we tried to avoid, and we fall.
Regulations are often fences that, built on the idea of protecting us from risk, make us forget risk.

The Fence Paradox

@DrCirillo

Strengthening our moral compass?

The Constitution

Religion or God

Law

Humanity or the World

Nation or country

Public Interest/ General Welfare

Democracy

Middle-range Collectives

Organizational/ Bureaucratic Norms

Self

Family and friends

Profession and Professionalism

How to move from instrument to system?

A LAYERED APPROACH

ANZSOG

1.0

- **COMPLIANCE-BASED APPROACH**
  (***adherence to rules and procedures***)

2.0

- **VALUES-BASED APPROACH**
  (***moral awareness and development***)

3.0

- **INTEGRITY AS 'REGULAR'**
  PROFESSIONAL RESPONSIBLITY

ETHICAL LEADERSHIP MATTERS!

	Moral Person		
Moral Manager		**Weak**	**Strong**
	Weak	*Unethical Leaders*	*Ethically Neutral Leaders*
	Strong	*Hypocritical Leaders*	*Ethical Leaders*

THANK YOU

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national regulators community of practice

ANZSOG

Regulators Community of Practice

View Regulator resources >

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- Regulators
- About the community
- Register
- Resources
- Alumni
- Learning and Development

national regulators community of practice

Welcome to the ANZSOG/National regulators community of practice.

The community of practice began as an informal network of Victorian regulators inspired by Harvard Professor Malcolm Sparrow's ANZSOG workshops.

Buoyed by the strong interest from around Australia, the community of practice has now partnered with ANZSOG and gone national!

We are a genuine community of practice:

- A community of people from across economic, social and environmental regulation, brought together by our common interest in learning from the best, sharing knowledge and experience and helping each other solve common problems
- A community run by and for practitioners, so for people working directly as regulators, with an interest in regulatory policy, or committed to supporting better regulation

Check out the National Regulators Community of Practice page on the ANZSOG website with links to our new LinkedIn Group

@ANZSOG

anzsog.edu.au/communities/regulators