What works and what hurts?
Managing ethics and integrity in government

Speaker
Associate Prof. Zeger van der Wal
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Moderator
Catherine Williams
Deputy Commissioner
Integrity, Ethics and Standards
SSC
There are these two young fish swimming along, and they happen to meet an older fish swimming the other way, who nods at them and says, ‘Morning, boys, how’s the water?’

And the two young fish swim on for a bit, and then eventually one of them looks over at the other and goes, ‘What the hell is water?’

DAVID FOSTER WALLACE
CORRUPTION PERCEPTIONS INDEX 2015

Asia Pacific

67% of countries score below 50 out of 100

Global Average score 43/100
Asia Pacific Average score 43/100

Score: 0 - 100
0: highly corrupt, 100: very clean

#cpi2015
The 2015 Corruption Perceptions Index measures the perceived levels of public sector corruption in 168 countries/territories around the world. To see the full results go to: www.transparency.org/cpi
New Zealand: Cleanest Country?

hear no evil, see no evil, speak no evil, post no evil
LOOK AT THE BRIGHT SIDE
How can you find out what’s going on?
Measuring the “Iceberg”

- RESEARCH CRIME STATISTICS
- RESEARCH EXPERTS
- RESEARCH ORGANIZATIONS (REPRESENTATIVES)
- CONTENT ANALYSIS
- RESEARCH ORGANIZATIONS (EMPLOYEES)
- RESEARCH POPULATION

- reputation (insiders, outsiders)
- convictions
- criminal cases
- internal investigations
- media reports of violations
- reports by colleagues, citizens
- behaviour seen by colleagues in the working environment
- self reports of victimization
- self reports of one’s own behavior
China has launched a new app to allow the public to upload pictures or other evidence of corruption. In this photo, two chefs (R) look at their smartphones as customers eat outside a restaurant in Beijing on June 16, 2015. Getty
Was asked to Pay a Bribe of 500 for Police Verification

Police | Police Verification for Passport | Paid INR 500

Reported on October 13, 2013 from Howrah, West Bengal | Report #79262

The police officer was creating numerous problems regarding birth place, deeds of the house of birth, id cards. Wanted an affidavit about birth home etc. On getting the affidavit, i was told that he needs money to let it GO to the next stage. On getting the money, his tone changed. He said everything would be done. We need not worry.

Was there an option not to pay, maybe yes. But is it possible for the working professional to knock on these corrupt people everyday, when they know that no ACTION would be taken against the, incident took place at Uttarpura Police station. Was paid to the person who handles passport verification.

The Bribe Fighter has asked for this report to be shared with:

- Media
- State Vigilance
- Commissioner

What's your reaction?

- SORRY
- ANGRY
- FUNNY
- HELPLESS
- DISBELIEF

0 Comments

http://www.ipaidabribe.com/

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Sort by Best

Start the discussion...
KEY QUESTION 2

How can you specify what’s going on?
9 Types: Integrity Violations

1. **Corruption: bribing**
   Misuse of public power because of private gain; asking for, offering, accepting bribes

2. **Corruption: nepotism, cronyism, patronage**
   Misuse of public authority to favor friends, family, party

3. **Fraud and theft**
   Improper private gain acquired from the organization (no involvement of external actors)

4. **Conflict of (private and public) interest**
   Personal interests – through assets, jobs, gifts – (might) interfere with public interest

5. **Improper use of authority (for noble causes)**
   Use of illegal/improper methods to achieve organizational goals

6. **Misuse and manipulation of information**
   Lying, cheating, manipulating information, breaching confidentiality of information

7. **Discrimination and sexual harassment**
   Misbehavior towards colleagues or citizens and customers

8. **Waste and abuse of resources**
   Failure to comply with organizational standards, improper performance, incorrect or dysfunctional internal behavior

9. **Private time misconduct**
   Conduct in private time that harms the public’s trust in administration/government
‘Slippery Slope’
What can you do about it?
High Wages?

$160,000

$2,500

$29,000

$35,000
E-government?
CODES?

A CODE • IS NOTHING…

CODING • IS EVERYTHING
The more corrupt the state, the more numerous the laws.

Tacitus
## Ethical Leadership?

<table>
<thead>
<tr>
<th>Moral Manager</th>
<th>Moral Person</th>
<th>Weak</th>
<th>Strong</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weak</td>
<td>Unethical Leaders</td>
<td>Ethically Neutral Leaders</td>
<td></td>
</tr>
<tr>
<td>Strong</td>
<td>Hypocritical Leaders</td>
<td>Ethical Leaders</td>
<td></td>
</tr>
</tbody>
</table>
### WHEN DO YOU NEED WHAT?

<table>
<thead>
<tr>
<th>HIGH ACCEPTABILITY</th>
<th>LOW ACCEPTABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>TYPE 4</td>
<td>TYPE 3</td>
</tr>
<tr>
<td><strong>NON-INTEGRITY PROBLEMS</strong></td>
<td><strong>RECURRING INTEGRITY PROBLEMS</strong></td>
</tr>
<tr>
<td>Raising awareness, monitoring</td>
<td>Raising awareness, setting rules</td>
</tr>
<tr>
<td>TYPE 1</td>
<td>TYPE 2</td>
</tr>
<tr>
<td><strong>SPECIFIC INTEGRITY PROBLEMS</strong></td>
<td><strong>URGENT INTEGRITY PROBLEMS</strong></td>
</tr>
<tr>
<td>Role modeling, monitoring</td>
<td>Discipline, reinforcement</td>
</tr>
</tbody>
</table>
WANTED:
ETHICAL
GOD-FEARING CLEAN & HONEST TRACK RECORD PROVEN INTEGRITY
EFFECTIVE
COMPETENT GOOD TRACK RECORD DECISIVE AND PROACTIVE
EMPOWERING
PARTICIPATIVE AND ENGAGING INSPIRING SOCIAL JUSTICE
GOVERNMENT
LEADERS
(Yes, we believe they exist.)
Questions?

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Truly global in scope and ambition, the *21st Century Public Manager* addresses key trends, challenges, and opportunities facing public managers across contexts and regimes. This accessible textbook aims to inspire public managers in rethinking their roles, skills, and values as they enter a VUCA world—one characterized by volatility, uncertainty, complexity, and ambiguity. It is written for aspiring and current public managers in graduate schools and executive education programs.
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Do you have a question for today’s speakers?
Send this through to: 021 0268 5305 to be answered at the end of the presentation

Slides from today’s presentation will be available on the ANZSOG website
anzsog.edu.au