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Corruption prevention in the midst of crisis

DBB Akademie International Conference

Ethics Offices for the Public Administration?

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Public administration corruption

is

NOT so much a problem of public officials involved

as it is

a problem of a public organisation (administration)

Integrity as the opposite of corruption

“Integrity involves creating a situation in which people will willingly sacrifice their own immediate good, personal wishes, comfort or convenience, for the sake of the team.

It implies that most people are committed to achieving the organisation’s goals, they understand and adhere to the rules and they eliminate in advance any risk that might threaten their performance”..

How to fight corruption and maintain integrity?

In a proactive way

or

in a reactive way?

Proactive ?

- Recruitment and promotions (strictly on merit-based criteria)
 - Salaries

- **Knowing legal rules and ethical principles**
- **Somebody to talk to (beside immediate superior)**
 - Whistleblowing
 - Assessment of risks in all cases

BUT ALSO BY

Organisation, management, working processes, liabilities,

....

Proactive ?

Proactive measures have to be planned and conducted in advance in a form of different strategies, managerial decisions, plans, risk assessment and management tools...

Reactive ?

In a form of different proceedings following proper investigation :

- Labour measures
- Disciplinary measures
- Administrative responsibility
 - Civil liability
- Criminal responsibility

RESULTS OF FINAL PROCEEDINGS HAVE TO BE MADE PUBLIC (AT LEAST FOR THE PUBLIC OFFICIALS)

Sources of problems

Managers do not have enough authority

Management does not set a good example

Rules or principles have not been properly explained or justified

Officials do not have enough work to use up their time and attention

Officials have low morale, culture and bad habits

Unsuitable new employees are not identified and removed within their probationary periods

How to minimize risks I.?

Management cares about the officials

Officials understand the objectives of public administration

Officials know what is expected from them in achieving those objectives

Officials are kept informed of their progress

Officials feel that they can influence management and have a say in the decisions which affect them

The workload and standards required are reasonable

There is no favouritism

How to minimize risks II.?

Rules are fair, sensible, applied to all and properly explained

Where possible, those who are subject to the rules have been involved in establishing them or can be involved in changing them

Job content is meaningful with an element of job satisfaction

Management balances the requirements of the task, the needs of the group and the individual

Any criticism given is constructive

How to minimize risks III.?

Manager represents his officials' problems and grievances to higher management

Managers defend their team from outside criticism but take action to eradicate the cause of it

Team spirit is encouraged

How to minimize risks IV.?

Managers anticipate and action problems which could cause grievance

Managers speak well of the organisation

There is a good training and development programme for all officials

Managers are chosen for their leadership ability as well as their technical competence

With other words:

Ethical competence of public officials
has to be developed !

Ethical Competence

- ❑ No code of ethics or law will be of any practical value, if public officials do not recognise an ethics problem for what it is, when they see it.
- ❑ Deciding what to do depends on what the officials have been taught to recognise as important, in context.
- ❑ EC includes making ‘a good decision’ and giving relevant reasons for the decision.
- ❑ As in any specialisation, training is required to recognise the symptoms of an important problem and to know what to do about it.

Who can assist in developing ethical competence of public officials?

Managers (usually) don't have time

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Ethics is a very demanding topic, asking for specialisation and professionalisation

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There has to be a specialised and professional individual/personnel/unit to do it

Therefore, there is no doubt:

**In public administration ethics offices
have to be established – as soon as possible!**



THANK YOU !