Ethics Training for Public Officials

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28 October 2013, Kuwait
• OECD, its work on anti-corruption and integrity and cooperation with the MENA economies

• Findings and recommendations of the OECD/ACN Study on Ethics Training for Public Officials
OECD: basic facts

Established in 1961; 34 members; annual budget EUR 347 million; governed by Council, Secretary General, Committees; Secretariat of 2 500 staff; 250 new publications per year
OECD: working methods

• Evidence based analysis to support policy making, intergovernmental policy dialogue and standard setting, peer reviews and pressure

SECTORS
• Economics
• Financial and Enterprise Affairs
• Public governance
• Tax
• Social affairs
• Statistics
• Science and technology
• Trade and agriculture
• Energy
• Education
• Environment
• Development
• Transport
OECD work on corruption and governance
MENA-OECD Cooperation

• MENA-OECD initiative for governance and investment for development

• Governance pillar: integrity, open governance, financial management, regulatory reform

• Investment pillar: promoting investments, SME development, level playing field for business, integration of women

  ➢ **MENA Business Integrity Network**: a regional forum for governments and private sector for policy dialogue, training, review and monitoring
A study prepared by

the OECD Anti-Corruption Network for Eastern Europe and Central Asia (ACN)

and

SIGMA, a joint EU-OECD initiative, principally financed by the EU,

in co-operation with the OECD Public Sector Integrity Network

March 2013
Anti-Corruption Network for Eastern Europe and Central Asia

- A regional programme of the OECD Working Group on Bribery
- Since 1998 for 25 countries in Eastern Europe and Central Asia + OECD members
- Secretariat at the OECD Anti-Corruption Division
- 2013-2015 Work Programme: country monitoring, thematic reviews, law-enforcement network
- ACN Meeting, 23-25 September 2013, Paris
Ethics training for public officials in OECD and transition countries

• Expert seminar “Anti-Corruption Policy and Integrity Training”, 23-25 March 2011, Vilnius, Lithuania:

➢ “new and more advanced approaches, which include tailor-made practical ethics training about rules and values, delivered systematically by dedicated ethics official, using interactive approaches” are needed
Study

• Study how ethics training is provided in selected OECD and ACN/SIGMA countries
• Advisory group
• Questionnaire to countries
• Analysis of responses and identification of trends
• Development of recommendations
• Case studies on good practice
• Check-list for developing/improving ethics training systems
Policy Recommendations

- Policy and legal framework
- Institutional setting
- Preparation of ethics training programmes
- Substance of the ethics training programmes
- Training methods
- Follow-up to training programmes
Policy framework

• Ethics training as a part of a comprehensive anti-corruption and integrity policy/strategy

• Better programmes in countries with lower levels of corruption and stronger public administration

• Long-term investment, lack of resources/expertise

• Growing attention to training and its impact
Political support

• **Tone from the top**: role of managers/ministers/senior officials
  
  ➢ leading by example
  ➢ allocating resources
  ➢ enforcing anti-corruption and integrity norms among the staff
Legal framework

- Legal requirement to provide and receive ethics training
  - Mandatory or voluntary
  - Strategy and policy documents may or may not be insufficient to provide strong official basis
  - Balance between formal basis and formalistic attitude
Institutional setting

• Leading agency and coordination of ethics training

➢ Anti-corruption/integrity agencies
➢ Civil service agencies and academics
➢ HR departments in sectoral/local agencies
➢ International programmes, private sector
Target groups

• Ideally - all public officials
• To prioritise resource allocation and to design tailor-make training - special groups:
  ✓ new civil servants
  ✓ officials in risk areas,
  ✓ senior managers

➢ Targeting the training for specific groups of public officials
Designing the training programme

- Clarification of training objectives
- Needs assessment
- Selection of participants
- Selection of trainers
- Training materials
- Logistical preparations
Graph 1. Attitudes Towards Ethically Questionable Practices in Estonia

Source: Government Office, 2009 Survey “Roles and Attitudes in Public Service”
Graph 2. Expected Approaches for Ethics Training Programmes

Source: Government Office, 2009 Survey “Roles and Attitudes in Public Service”
Making training practical

• To develop practical ethical decision-making skills among public officials:

  ➢ Contents: rules and values

  ➢ Training methods: lectures, games and practical case studies
Training about ethical rules

- Compliance based, i.e. training about ethics rules to ensure that public officials know the rules and sanctions for non-compliance established by laws such as:
  - Civil service legislation
  - Conflict of interest law
  - Anti-corruption legislation
  - Administrative code
  - Public procurement law
  - Laws on access to information
  - Criminal code

- Formal/traditional method can be appropriate, including lectures and presentations, but modern interactive methods are more effective
# Ethics training course at Austrian Police

<table>
<thead>
<tr>
<th>Module</th>
<th>Title</th>
<th>Content</th>
<th>Duration (teaching units)</th>
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<tbody>
<tr>
<td>1</td>
<td>Team building</td>
<td>Round of introductions; participants get to know each other</td>
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<tr>
<td>2</td>
<td>Psychology</td>
<td>Psychological aspects of corruption, integrity, leadership behaviour and managerial responsibility</td>
<td>12</td>
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<tr>
<td>3</td>
<td>Ethics</td>
<td>Administrative ethics, codes of conduct, and ethical guidelines</td>
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<td>4</td>
<td>Criminal law</td>
<td>Abuse of authority, corruption offences in the public and the private sector</td>
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<td>5</td>
<td>Public service law</td>
<td>Provisions of public service law concerning conflicts of interest, rights and obligations of employees and superiors</td>
<td>12</td>
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<td>6</td>
<td>Corruption and corruption prevention</td>
<td>Background information on corruption phenomena, risk factors regarding corruption, and preventive measures</td>
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<td>7</td>
<td>Fight against corruption</td>
<td>Presentation of national and international anti-corruption organisations and instruments</td>
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<td>8</td>
<td>Criminological aspects of the fight against corruption</td>
<td>Investigation measures and techniques applied in the questioning of witnesses</td>
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Home Single #10 – Bill, a PHMSA employee, owns a small, incorporated company. His company is interested in an SBA loan guarantee. He:

* A. May represent the company (sign correspondence and meet with SBA officials) on matters before SBA and also be paid for his efforts.*

* B. May neither represent the company on the matter before SBA, nor be compensated for work on getting SBA approval.*

* C. May not represent the company on the application, but may be compensated for behind-the-scenes work on getting an SBA loan guarantee.*

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Training about ethical values

- Values based, training to develop practical decision-making skills and behavior patterns based on values established for public administration, including:
  - Impartiality
  - Responsibility
  - Transparency
  - Legality
  - Integrity
  - Efficiency
  - Equality
  - Justice
  - ‘grey areas’ or un-regulated issues

- Pro-active, tailor-made, dilemma-based role-play training is most appropriate method
Case study for ethics training in Turkey

- Mr. Suleyman, a newly appointed commissioner at the central police station in Ankara, has to develop an action plan for modernisation.
- A district police station has little resources and enjoys help from local shops and hotels, and serves well their clients.
- An old couple of local residents is waiting in the hall for many hours.
Evaluation and follow-up

- Evaluation of impact – little experience
- Follow-up for participants (e.g. Catalonia)
THANK YOU

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