

# **TEACHING INTEGRITY AND THE CENTER FOR EXCELLENCE IN INTEGRITY AT NUSP**

**DR KATALIN PALLAI**

**Leader of CEI**

# THE CASE

- Supporting public integrity in Hungary today.
- Possible contribution
  - from National University for Public Service
  - based on academic-professional cooperation
  - through teaching and epistemic community building
  - from resources available and „their extension”

# THE BEGINING

- Dominance of the traditional, criminal law based approach to corruption
- Integrity was a new concept and approach in PA
- 2012 spring:
  - the Government adopted the Public Administration's Corruption Prevention Program
- 2012 december:
  - Priority Project No. SROP-1.1.21-2012-2012-0001, entitled "Prevention of corruption and the revision of public administration development" with a budget of 2,3 million Euró

# **SROP 1.1.21.**

- Whistle-blower Protection
- Code of Ethics
- Post-graduate education for Integrity advisers
- Trainings for public officials
- Centre for Excellence in Integrity

# THE TRAINING COMPONENT



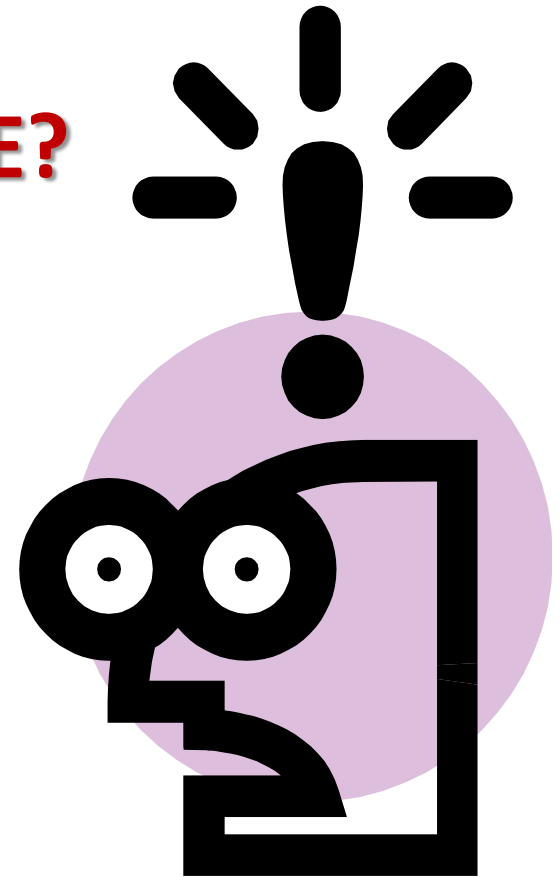
2014.09.21.

© Katalin Pallai, 2014, *Leading Integrity and the Center for Excellence in Integrity*

# THE TARGET GROUP

- Public officials form various parts of the public service
  - 9.000 staff members
  - 800 senior officials
- Participants have:
  - minimal knowledge of integrity
  - have relatively high level “**technical professionalism**”
  - live and work in a social and administrative **environment tolerant of certain corrupt practices**
  - have been socialized in a strongly **hierarchic culture operating with weak formal communication**

# WHAT WAS THE CHALLENGE?



# What would be the challenge in your country?





# TWO STORIES



# WHAT WAS THE CHALLENGE?

- The substantive change and not only technical fix
  - democratic integrity vs. the prevailing culture
  - usage of language blurs boundaries between right and wrong in relation to corrupt practices
  - language and underpinning concepts offer ample room for rationalization of practices
  - the missing experience of many:
    - of value and rule consistent operation
    - of living and working in an interdependent system

# LOOKING FOR MODELS

- Anti corruption and integrity trainings
  - Short trainings with focus on components:
    - Corruption analysis, or Public Ethics for officials
  - Longer, complex programs:
    - Anti-corruption and integrity trainings
- Theoretical underpinnings
  - Institutional economics: calculation and regulation
  - The selfish choice - Principal-agent theory
  - Explanatory power in corruption intolerant context

# NEED FOR RECONCEPTIALIZATION

- Cultural patterns and memes
- Collective practice of normalization of distorted practices
- **The honest civil servant is not selfish but defenseless!**
  
- Change is **collective action problem**
  - Not only technical solutions for rules and sanctions
  - The role of interpersonal expectations and assumptions
  - Discursive component
  - **Argumentative process for changing ethical infrastructure**

# THEORETICAL UNDERPINNINGS

- Two conceptual frames:
  - Rational interests, transactions
    - Competencies, rules, incentives, sanctions
  - Norm socialization within society and organization
    - Democratic integrity
    - Value-based components
    - Argumentative process
    - Mutual trust and confidence

# OBJECTIVES

- to develop **shared working definitions** for key concepts
  - construct a conceptual framework that allows the of democratic public integrity to be passed on
- to pass on the basics required for integrity development
- to **change participants' cultural responses** tolerant of corruption
- to involve participants in an argumentative process where they can **experience**
  - the power of the group in changing perceptions and expectation of peers,
  - The process of building mutual trust and engagement.

# APPROACH

- **Multi-disciplinary approach:** law, politology, ethics, sociology, public administration
- **Focus on:** institutional culture and competency development
- **Method:** training
  - professional content delivered through experiential learning method
  - incorporating the knowledge and experience of group members

# THE JOURNEY

- **Day 1: Introduction**
  - Ethical dilemmas
  - Basic definitions
  - Corruption case analysis and introduction of the concept of integrity
  - Consequences of corruption and history of anti-corruption initiatives
- **Day 2: Integrity management**
  - Aim, system and tools
  - Analysis of integrity deficits
  - Integrity analysis
  - Integrity development strategies
- **Day 3: Individual reflections**
  - Good practices from home and abroad
  - Possible own strategies and steps

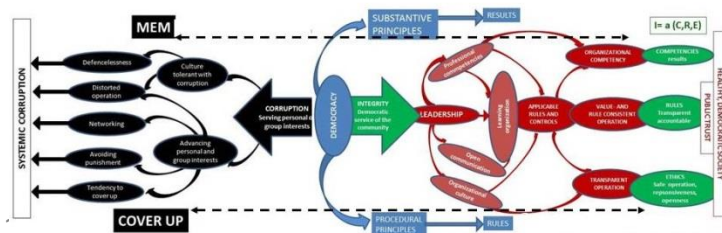
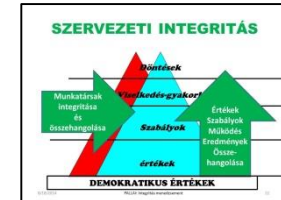
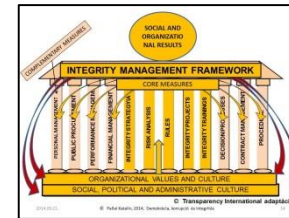






# MEMORABLE TOOLS

- **3 working definitions**
  - democracy, corruption and integrity
- **Stories and metaphors**
  - the driver and the New Zealander
  - the Greek Temple and the Birds Nest
- **3 key visuals**
  - two pyramids and three arrows
  - the icebergs
  - the Cressey triangle
- **Summarizing mind map**



# THE GROUP MEMORY



**“Learning distilled into images and metaphors has remarkable staying power, even to the point of affecting people's behavioral default settings”**

**Sharon Daloz Parks**

# RESULTS: TRAINED OFFICIALS

- Public officials form various parts of the public service
  - 9.000 staff members
  - 800 senior officials
  - approximately 10% of civil service

# EFFECTIVENESS MEASURED

We measure effectiveness and not satisfaction!

- Survey of attitudes and change in attitudes
- Survey questionnaires of 8.000 staff and 800 senior officials
- Only group averages calculated yet
- Targeted change in attitudes was achieved in all dimensions

It is possible to change people's thinking about what's right and wrong, allowing them to apply self-criticism to previously accepted procedures from which they derive personal benefits

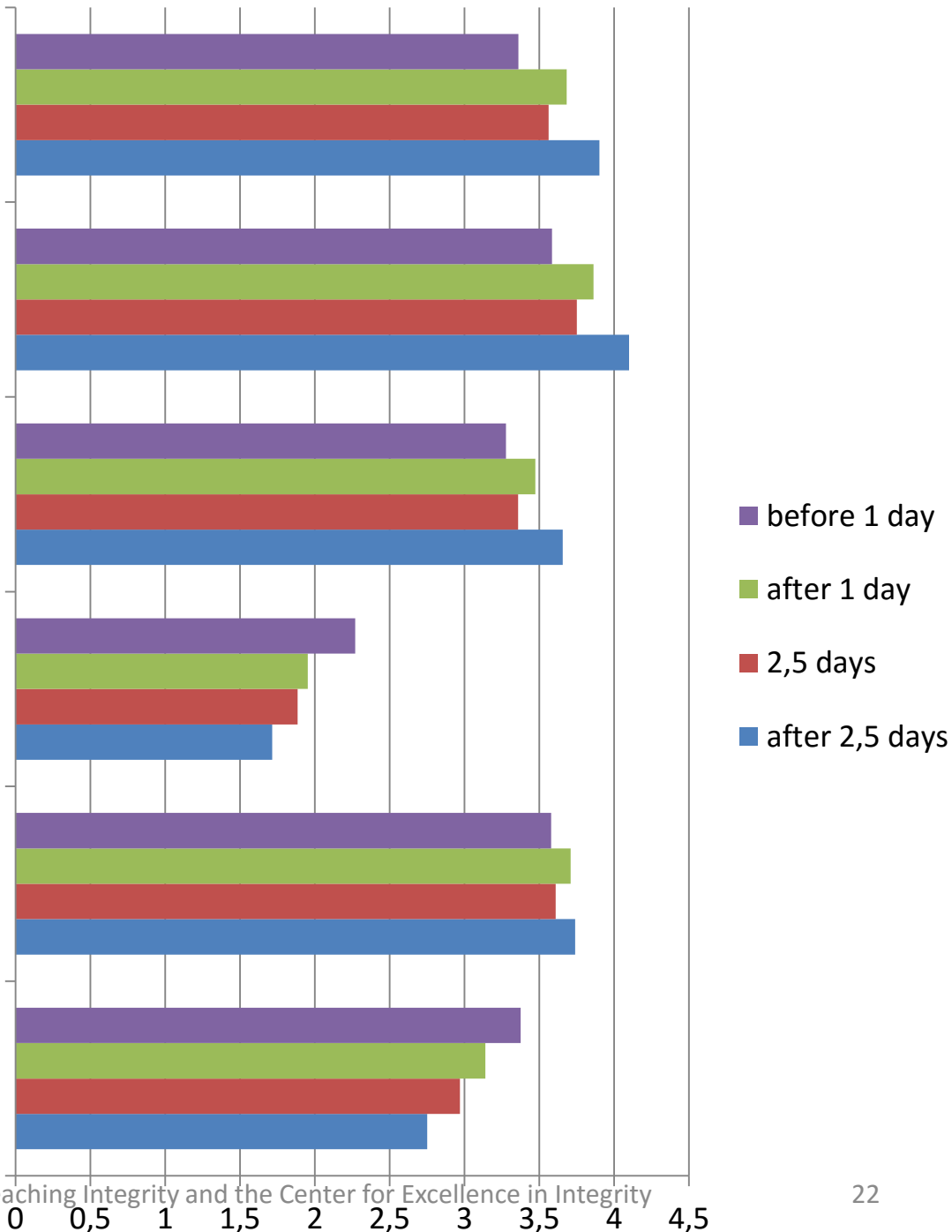
Well organized public administration can significantly reduce external attempts at corruption.

The best remedy for corruption is fast and efficient administration.

In Hungary, corruption has assumed such proportions that fighting it has become impossible.

Corruption can be fought the most effectively through transparency

Corruption should primarily be fought using legal instruments



# FURTHER ACKNOWLEDGMENT

- Accepted as international Best Practice through a prestigious Peer review (2013. December)
- Mentioned as innovative methodology in the EU Anti-corruption Report (2014. February)
- Public officials from various parts of the public service
  - During the project approximately 10% of civil service trained
  - Training of top leaders based on success
  - Trainings continue beyond the project
  - By 2015 approx. 15% of civil service will be trained by the methodology
- Hungarian contribution to international knowledge transfer

# CENTER FOR EXCELLENCE IN INTEGRITY

- Wide national and international acknowledgement of the trainings
- Foundation of CEI on December 9. 2014
- In order to sustain and further develop accomplishments



# MISSION OF CEI

- Contribute to fostering the culture of public sector integrity
- Support stakeholders
- Domestic and international knowledge transfer and sharing
- Research and consulting
- Innovative professional and public education

# OPERATIONAL MODEL OF CEI

