



NZ State Services Commission & the Australia and New Zealand School of Government present:



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

What works and what hurts?

Managing ethics and integrity in government

Speaker

Associate Prof. Zeger van der Wal

Assistant Dean (Research)

Lee Kuan Yew School of Public Policy

Moderator

Catherine Williams

Deputy Commissioner

Integrity, Ethics and Standards

SSC

What Works and What Hurts?

ANZSOG Wellington 2017

13 November 2017

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*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



#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





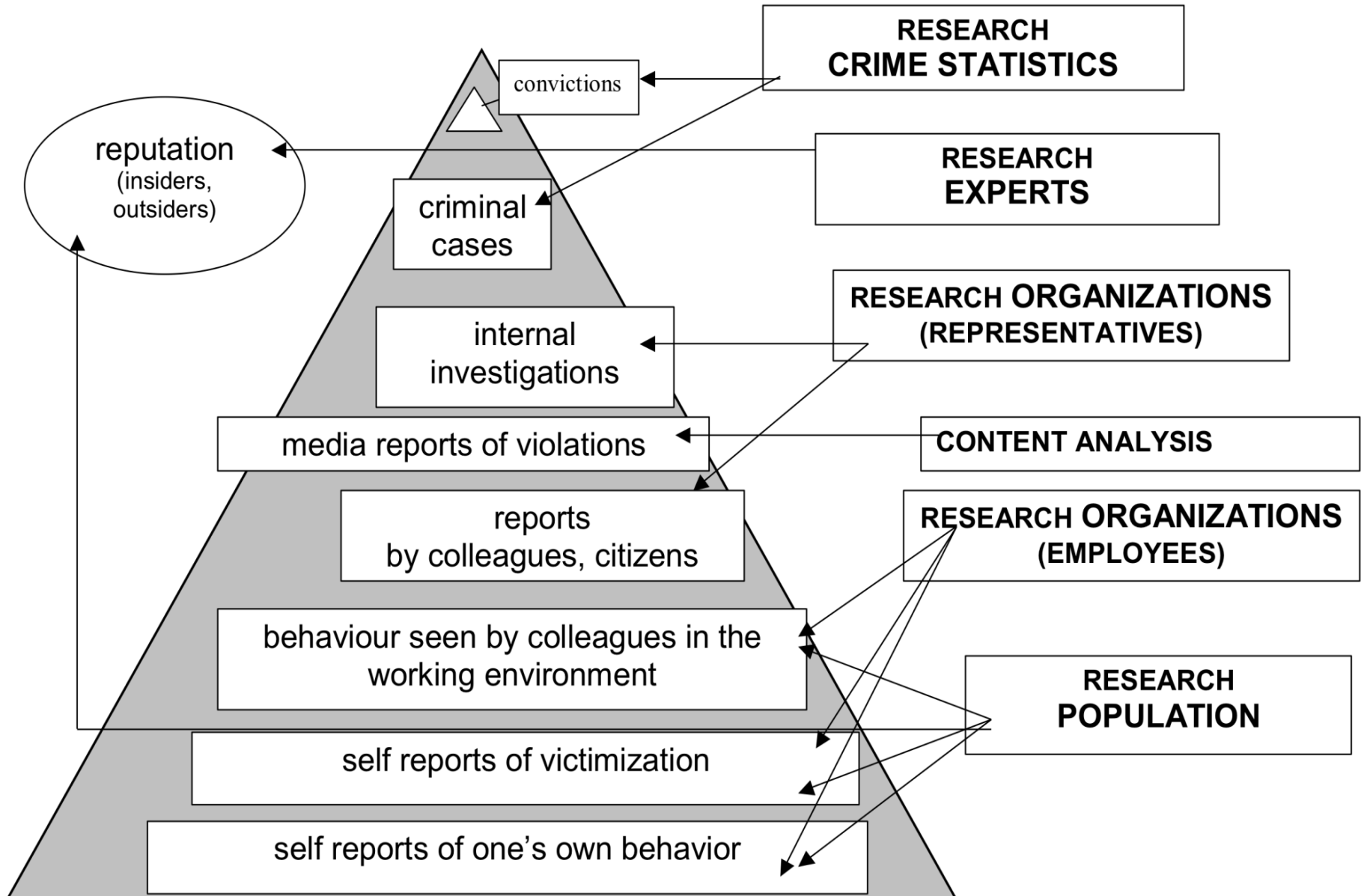


LOOK
AT THE
BRIGHT
SIDE

How can you
find out
what's going
on?



Measuring the “Iceberg”



POLITICS

China Unveils Anti-Corruption App, Asks Public To Upload Pictures Of Corrupt Officials

By Duncan Hewitt [@dhewittChina](#) on June 18 2015 6:00 AM EDT



20



33



3



1 of 2

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



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[I Paid A Bribe](#)
Was asked to [PAY](#) a Bribe of 500 for Police Verifiacion

[I PAID A BRIBE](#)
2 days ago
119 views

Was asked to Pay a Bribe of 500 for Police Verifiacion

Police | [Police Verification for Passport](#) | Paid INR 500

Reported on [October 15, 2015](#) 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 tot 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 Uttarpara 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

[Share it on Facebook](#)

What's your reaction?

[SORRY - 0](#)
[ANGRY - 0](#)
[FUNNY - 0](#)
[HELPLESS - 0](#)
[DISBELIEF - 0](#)

0 Comments
<http://www.ipaidabribe.com/>

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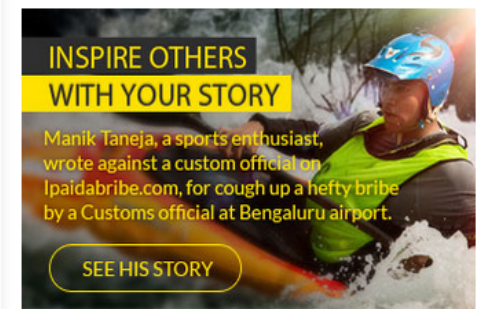
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How can you
specify what's
going on?

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

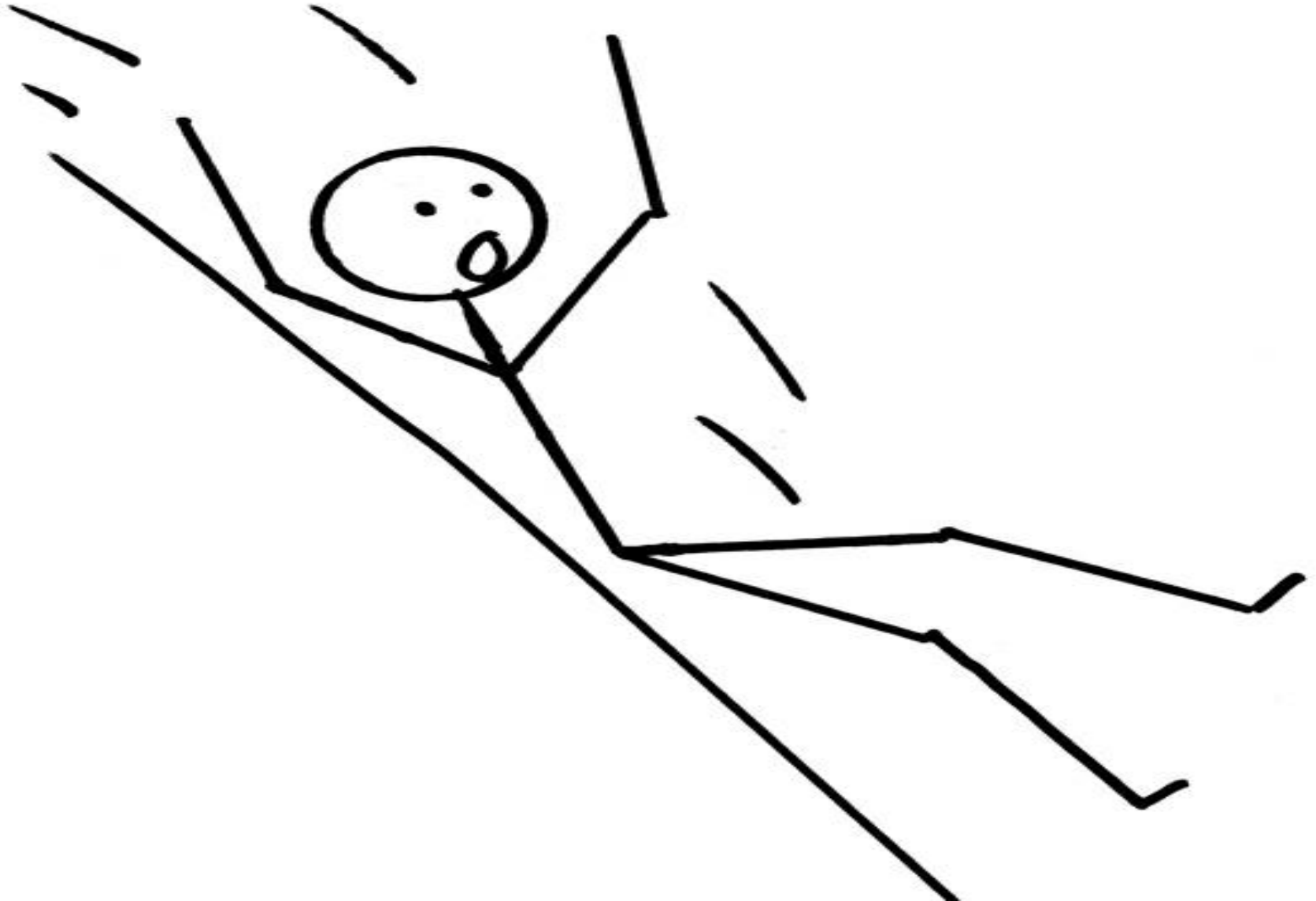
8. Waste and abuse of resources

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



\$29,000



\$2,500



\$35,000

E-government?



CODES?

A CODE

• **IS NOTHING...**

CODING

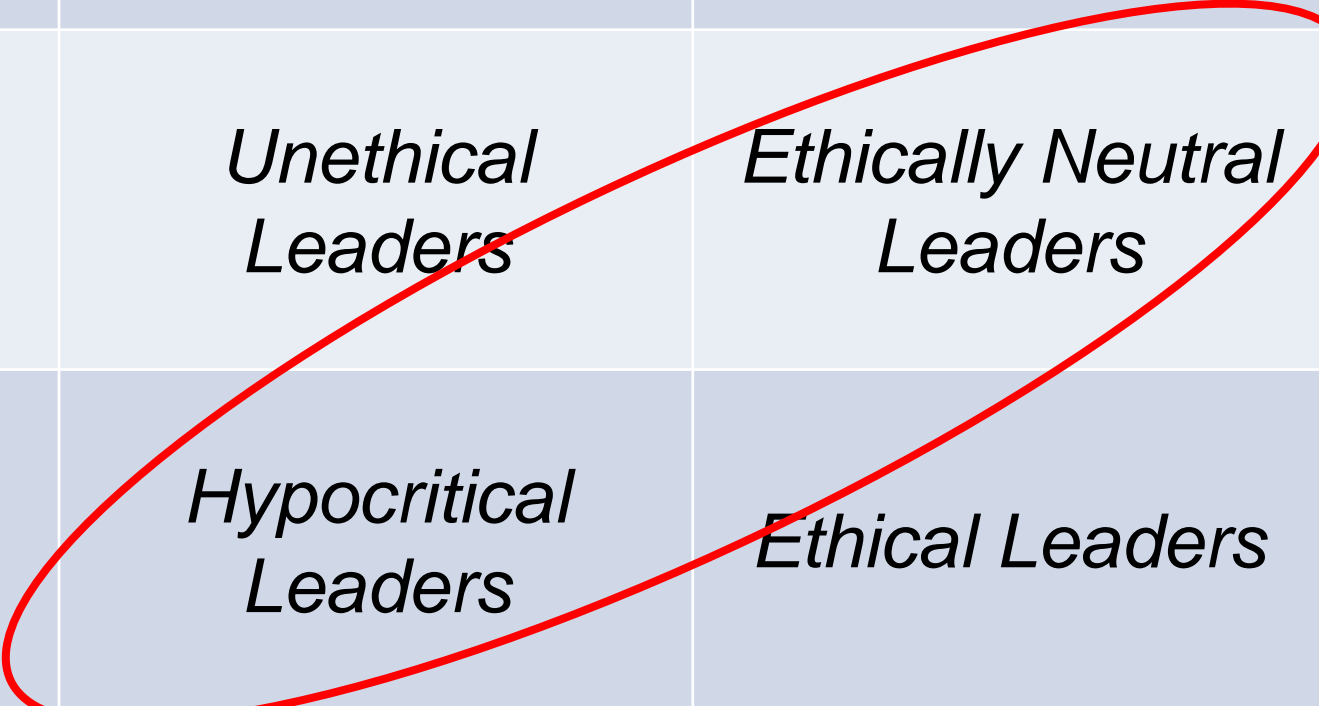
• **IS EVERYTHING**

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

Tacitus

Ethical Leadership?

	Moral Person		
Moral Manager		Weak	Strong
	Weak	<i>Unethical Leaders</i>	<i>Ethically Neutral Leaders</i>
	Strong	<i>Hypocritical Leaders</i>	<i>Ethical Leaders</i>



WHEN DO YOU NEED WHAT?

ACCEPTABILITY	HIGH	TYPE 4 NON-INTEGRITY PROBLEMS Raising awareness, monitoring	TYPE 3 <i>RECURRING</i> INTEGRITY PROBLEMS Raising awareness, setting rules
	LOW	TYPE 1 <i>SPECIFIC</i> INTEGRITY PROBLEMS Role modeling, monitoring	TYPE 2 <i>URGENT</i> INTEGRITY PROBLEMS Discipline, reinforcement
		LOW	HIGH
		FREQUENCY	

WANTED:

ETHICAL

GOD-FEARING CLEAN & HONEST TRACK RECORD PROVEN INTEGRITY

EFFECTIVE

COMPETENT GOOD TRACK RECORD DECISIVE AND PROACTIVE

EMPOWERING

PARTICIPATIVE AND ENGAGING INSPIRING SOCIALLY JUST

GOVERNMENT

LEADERS

(Yes, we believe they exist.)

Questions?

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[@Prof_Zeger](#)



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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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The
ANZSOG
Experience

Our Impact

The Australia and New Zealand School of Government (ANZSOG) is a global leader in education and government-focused research relevant to the public sector. We support the development of better educated, informed and motivated public sector leaders and the work to ensure the development of better ideas, evidence and networks. All this delivers public value through better government and better outcomes for citizens.

News & Media



ANZSOG alum Darren Foster to become WA's top public servant

Published Date: 27 July 2017

WA's public service will be headed by a ANZSOG alum after the state Governor officially confirmed the appointment of Darren Foster last week. Mr Fo...

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News & Media



How New Zealand got government agencies working together to deliver real results

Published Date: 26 July 2017

A recent experiment in New Zealand has shown how clearly defined outcomes, targets and an approach that calls for government agencies to take collecti...

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Workshop



Lean Thinking in Government

Event Date : 17 August 2017
Location : Canberra