

ETHICS AUDIT
TOOLKIT:
AN EXAMPLE FROM
Turkey

GARY HICKEY

AIMS

- Background
- What is an ethics audit?
 - What are the benefits?
- What type of ethics audit?
 - what will we be measuring/assessing?
- Benchmarks
- How will data be collected?

BACKGROUND

- Consolidating ethics in the public sector in Turkey (TYEC2)
- Turkish Land Registry
- Over 500 offices
- Over 18,000 staff
- Developed:
 - two workshops with senior managers and leaders
 - visit to headquarters
 - site visit to a branch

WHAT IS AN ETHICS AUDIT ?

An **ASSESSMENT** of the extent to which **an organisation**
meets the **REQUIRED ETHICAL STANDARDS**.

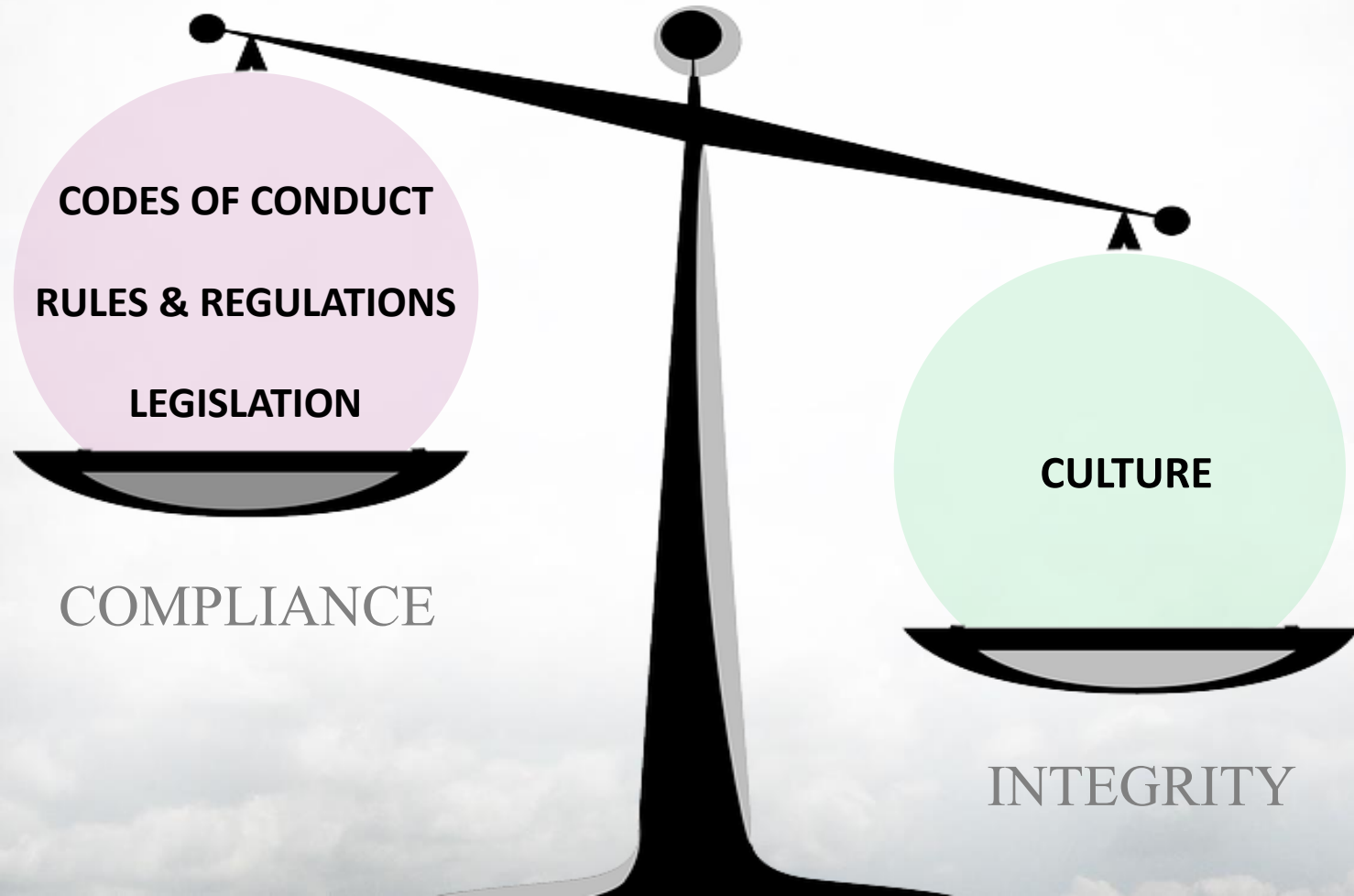
WHAT IS THE *Benefit* OF AN ETHICS AUDIT



- An assessment of the actual culture and values of an organisation
- Baseline by which to track progress
- Identify specific problems/gaps
- Identify strengths/effective practice
- A roadmap for success

WHAT TYPE
of ETHICS
AUDIT ?

COMPLIANCE *VS Integrity* APPROACHES



TYPES OF AUDIT

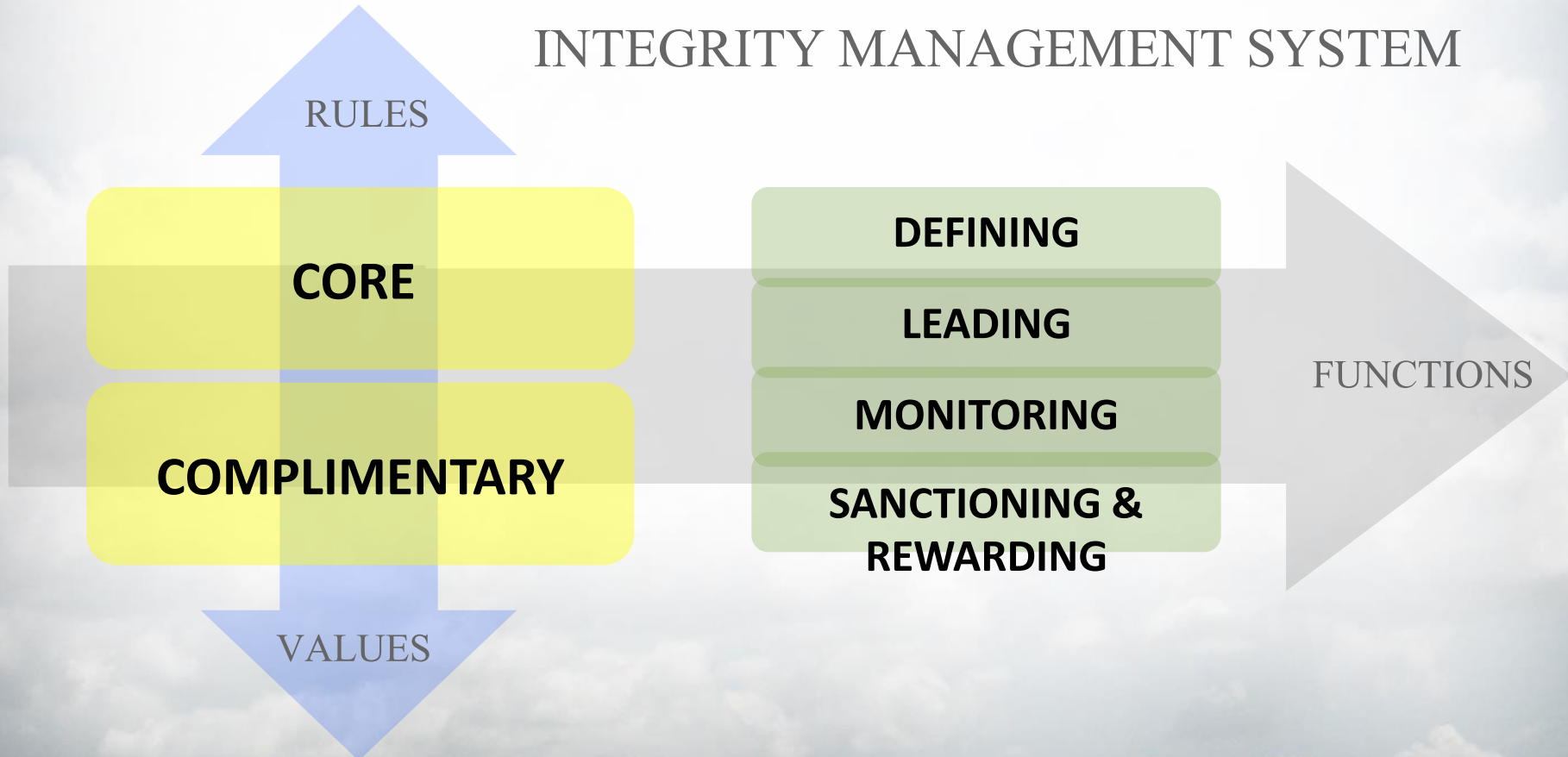
COMPLIANCE

CULTURAL

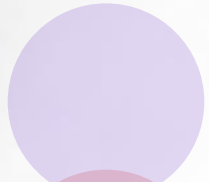
SYSTEMS

WHAT WILL WE BE MEASURING/ *assessing* ?

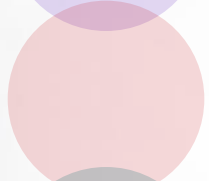
INTEGRITY MANAGEMENT SYSTEM



TOOLS



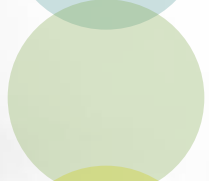
Start up meeting agenda



Do and don't guidelines



Person specification for ethics auditor



Benchmarks and performance indicators



Data collection methods



Action plan

BENCHMARKS FOR
DEFINING, LEADING,
MONITORING, SANCTIONING
& REWARDING
& *integrity*

DEFINING *integrity*

Ensuring that the standards of conduct in the Land Registry are clearly defined, communicated and understood by all members of staff.

EVIDENCE THAT:

- Organisational values are known and used
- Senior managers understand the ethical framework
- Staff understand and abide by the code of conduct
- Active promotion of vision and principles by senior management
- Training sessions are participatory

LEADING *integrity*

Ensuring that leaders and managers lead by example and set the correct ethical tone within the organisation; that they offer a positive example of ethical behaviour; that staff members trust and feel confident in the leadership of the Land Registry.

EVIDENCE THAT:

- Senior managers are recognised by staff as having high standards of conduct and leading by example
- Willingness of people to behave as self-leaders and take action on poor standards of conduct
- Understanding throughout Land Registry of individual and collective responsibility for maintenance of high ethical standards
- The role of the regional sub-commissions is known and understood
- That there is an active culture of integrity within the Turkish Land Registry

MONITORING *integrity*

Ensuring that behaviour and standards of conduct are monitored through open, fair, and transparent process that all staff are aware of and have confidence in.

EVIDENCE THAT:

- Annual reports are accessible to all members of staff
- Strengths and weaknesses are regularly assessed and acted upon
- Role of the regional inspectorate is known and understood
- Staff are aware of and participate in annual surveys
- The ethics dimension of the Land Registry's TQM process is understood

& SANCTIONING & REWARDING *integrity*

Ensuring that all staff within the Land Registry understand the consequences of misconduct or poor standards of conduct; that such mechanisms are perceived to be both fair and effective; that the rewards system for exemplary conduct is fully understood and recognised

EVIDENCE THAT

- Good standards of conduct are incentivized for all members of staff
- Incentives and sanctions are in place to deal with misconduct
- Incentives and sanctions are understood by all members of staff
- That incentives and sanctions are effective in developing a high ethical culture

HOW WILL DATA BE *Collected* ?

SURVEY

INTERVIEW
& FOCUS
GROUPS

DOCUMENTARY
ANALYSIS

Summing up...

Integrity and **COMPLIANCE** approaches to developing an
ETHICAL ENVIRONMENT

Integrity management system

DEFINING, LEADING, MONITORING, SANCTIONING &

REWARDING *integrity*

SELF-ASSESSMENT SURVEY, interviews & focus groups,
documentary analysis

THANK YOU

Any questions/comments?

hickeygary@yahoo.co.uk