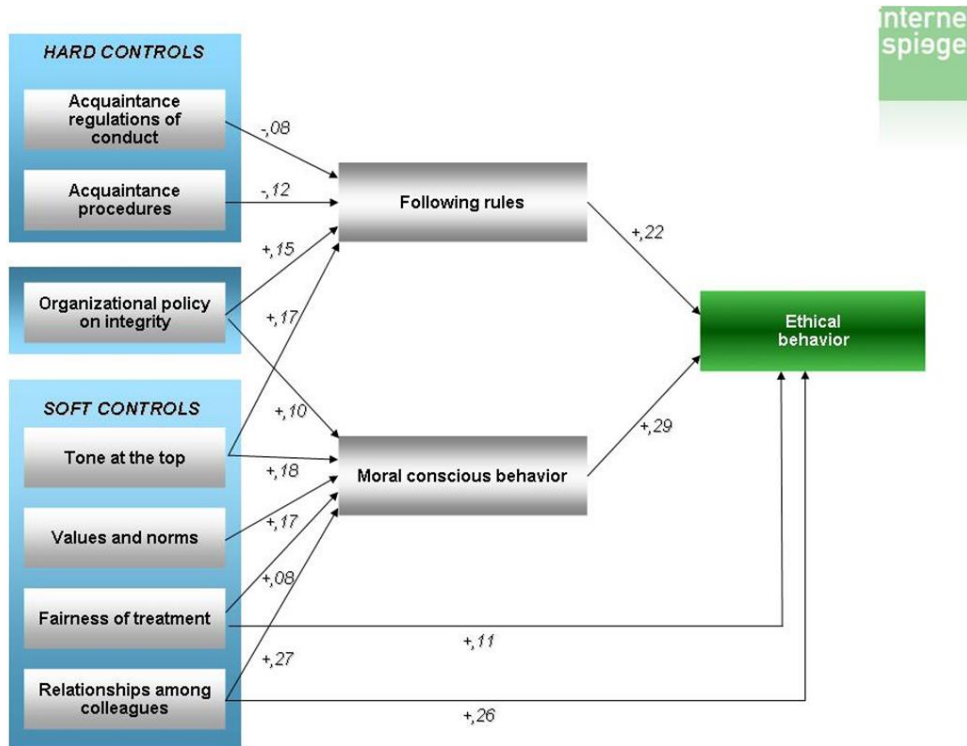


## Results workshop raising awareness on ethics

### Theoretical background

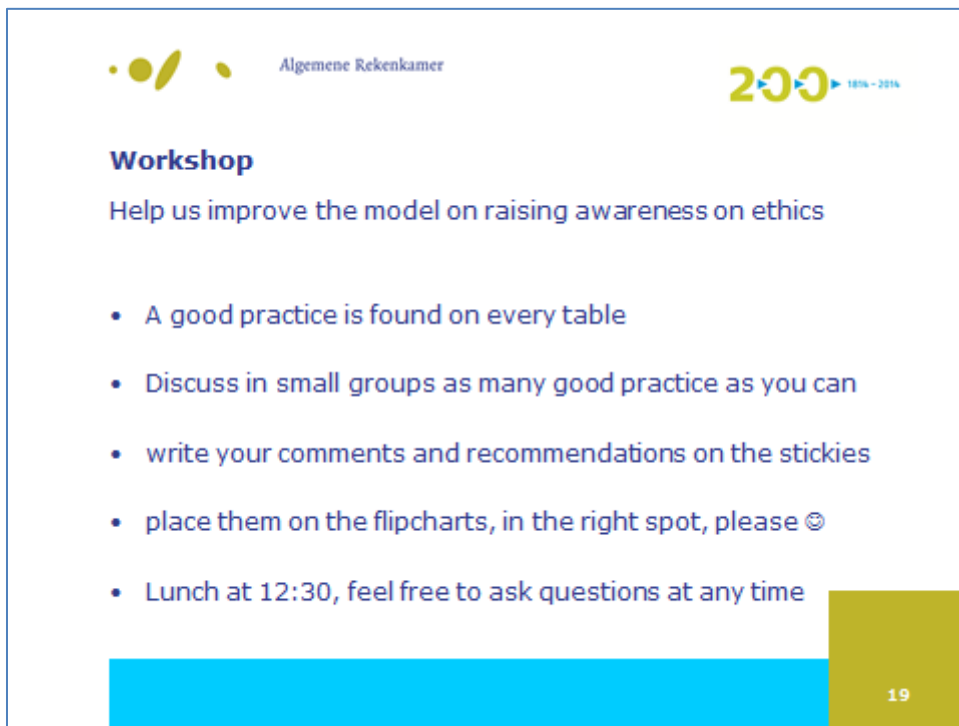


We took the five hard and soft controls that showed to be contributing to following rules and moral conscious behavior:

1. *Organizational policy on integrity*
2. *Tone at the top*
3. *Values and norms*
4. *Fairness of treatment*
5. *Relationships among colleagues*

For each control we selected best practices from the results of the survey. Also, in a workshop at the Young Euro Sai (YES) Congress we had five groups searching the internet for examples and ideas about these five controls that enhance following rules and moral conscious behaviour.

## Outline of the workshop



The slide features the Algemene Rekenkamer logo (three green dots) and the 200th anniversary logo (200 with arrows and 1816-2016) in the top left and right corners respectively. The main text is centered and includes a title, a purpose statement, a bulleted list of instructions, and a footer with a blue bar on the left and a green bar on the right containing the number 19.

**Workshop**  
Help us improve the model on raising awareness on ethics

- A good practice is found on every table
- Discuss in small groups as many good practice as you can
- write your comments and recommendations on the stickies
- place them on the flipcharts, in the right spot, please ☺
- Lunch at 12:30, feel free to ask questions at any time

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## Results of the workshop

### 1. Good practices: Organizational policy on integrity

- *Training sessions about the integrity plan (Portugal)*
  - *Extend the training to relationships between employees and managers*
  - *Make sure the frequency of the training is often enough*
- *Hand-out documents on ethical guidelines and regulations (ECA)*
  - *Include ethical principles, rules and norms*
  - *It is missing a specific contact person*
- *Self-assessment tool INTOSAINT (Netherlands)*
  - *Develop a self- and peer-assessment tool (colleague to colleague)*

## **2. Good practices: Tone at the top**

- *Training for management on issues of ethical conduct: leading by example (Portugal)*
  - *Include the staff in the training for the management*
  - *Talk about the source of the values: what do they mean?*
  - *Ask if the processes are in line with the values*
  - *Include practical examples and ethical dilemmas*
  - *Make management aware of the staff perception towards management*
  
- *Other ways for management to improve and ensure the tone at the top (EUROSAI Taskforce on Audit & Ethics)*
  - *Self-reflection: identify and discuss daily life experiences*
  - *Discuss examples on unethical behaviour from the media*
  - *Develop a manager-specific behavioural code*
- *Becoming a sponsor*
- *Send a clear message*
- *Be a role model*
- *Hold a survey to get feedback from the staff about the ethical behaviour of the management*
- *Get the opinion of stakeholders*
- *Write articles in SAI-paper (magazines)*
- *Do INTOSAINT self-assessment for the management*
- *Publish the results of the self-reflection to be the tone at the top*

## **3. Good practices: Values and norms**

- *Organize a day every year to discuss ethical dilemmas*
- *Make movies, advertising tools, integrity award*
- *Storytelling, install a role model, rotation of staff*
  
- *Values and Norms of Ethical Conduct in the Serbian Public Sector (Serbia)*
  - *Put good examples in a separate document*
  
- *A basic training that describes the values and norms (ECA)*
  - *Update the examples regularly*
  - *Include self-testing for ethical issues*
  
- *E-seminar on Business ethics for civil servants (Republic of Croatia)*
  - *Make it more practical*
  - *3 hours is too short*
  - *Include online support for clarification when needed*
  - *Combine with classroom training*
  - *Create a database with the explanation of good decisions*
  - *Include a review and evaluation of the seminar*

#### **4. Good practices: Fairness of treatment**

- *Code of conduct: behavioral code with ethical dilemmas (Netherlands)*
  - *Provide consultation and an easy communication channel*
- *Course on gender equity (Spain)*
  - *Very good practice*
- *Resolving ethical dilemmas in business (Republic of Croatia)*
  - *Include practical examples how to solve conflicts of interest*

#### **5. Good practices: Relationships among colleagues**

- *Workshop giving and receiving feedback, based on real life situations (Netherlands)*
  - *Organize anonymous communication and follow up regarding problems with colleagues*
  - *Do this in small groups, make an atmosphere for open communication*
  - *Different examples from easy to more complex*