

Beyond compliance

developing a balanced approach to integrity systems

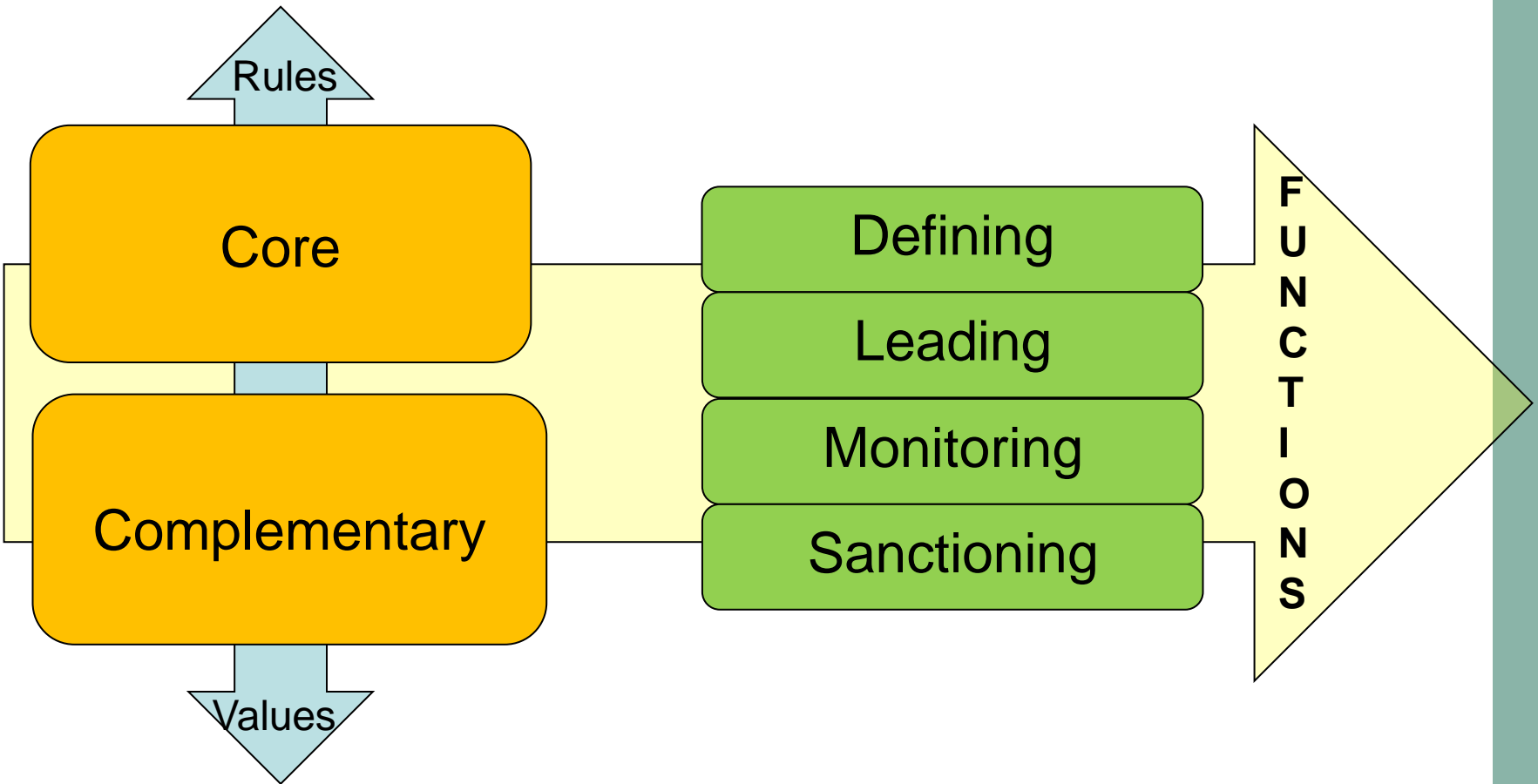
Michael Macaulay

24 March 2015

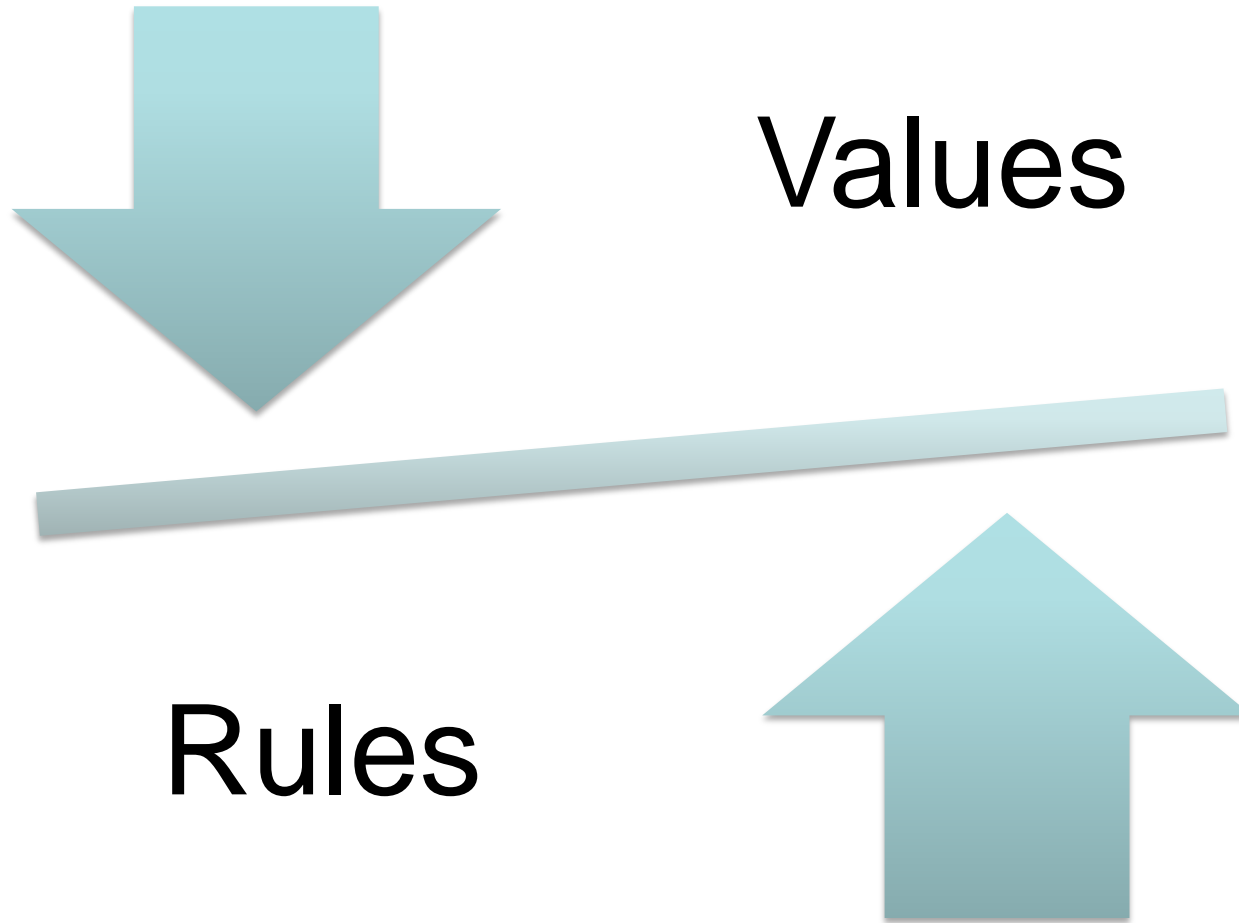
What have I been asked to look at?

- The language of integrity
 - how can we promote positive messages?
- Succession planning
 - how do we ensure that our systems and processes will last?
- Filtering out the noise
 - how do we deal with complaints?
- Developing practical wisdom
 - how do we inculcate good judgment in our team?

Integrity Management System



Finding a balance...



CORE and COMPLEMENTARY

- **CORE**

- The systems in place that directly correspond with integrity
 - E.g. code of conduct

- **COMPLEMENTARY**

- The systems in place that indirectly correspond with integrity
 - E.g. HR policies

Functions

1. Defining

- Does the organisation have values? What are those values? Does everybody understand them?

2. Leading

- Who are the ethics champions? What their formal roles and responsibilities?

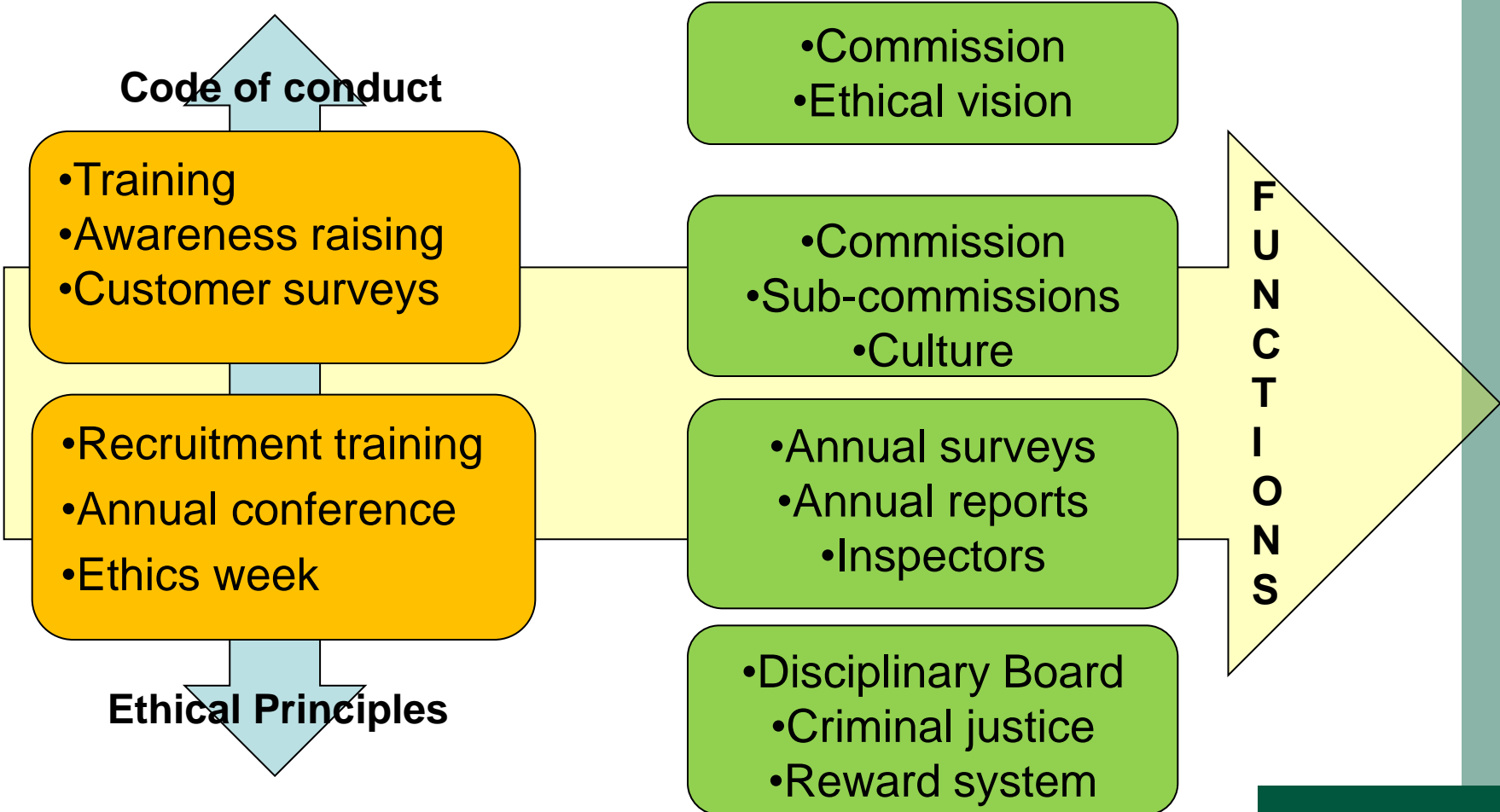
3. Monitoring

- Are processes embedded or separate ?
- Who is responsible for oversight?

4. Reward/Sanctioning?

- Are rewards/sanctions understood?
- Are they effective?
- Who is responsible?

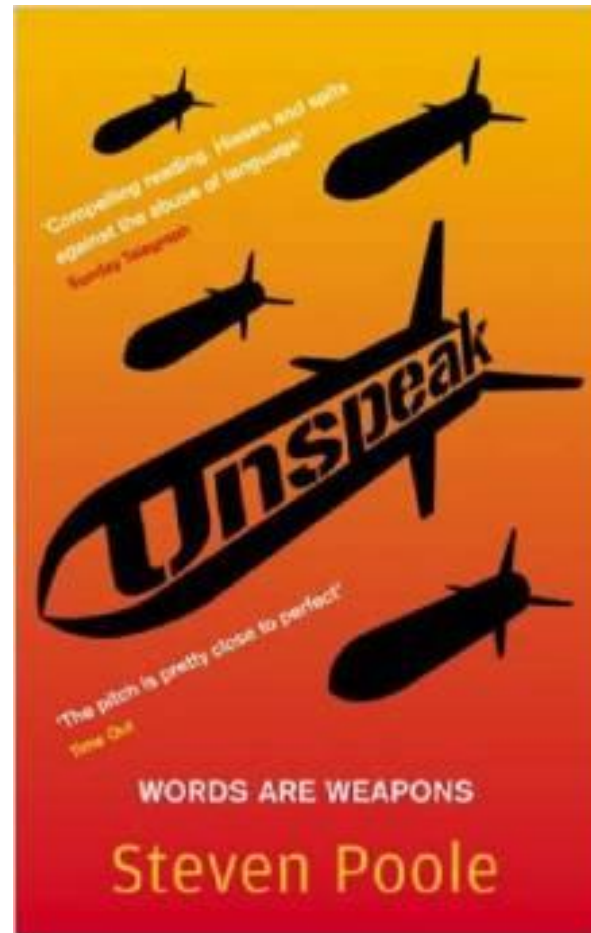
Example: Turkish Land Registry



A Perfect Storm?



The language of integrity?



Succession Planning?



Filtering the noise?



Practical wisdom?



Conclusion

- The process never ends
- Constant reflection and reiteration
- More involvement

Contact details

- Michael Macaulay
- +64 4 463 5307 (work)
- +64 224107461 (mob)
- michael.macaulay@vuw.ac.nz