ASPA 2018

Integrity of Governance
Presenter Leo Huberts

Panel: The Past, Present, and Future of Ethics Practice and Research

(Leo Huberts: l.huberts@vu.nl)
1 What is governance and integrity of governance?

2 Basics /concepts of an ‘integrity’ perspective

3 Relationship with ‘corruption’, ‘ethics’, ‘good governance’?

4 Perspective and agenda for further progress → ‘integrity or ethics turn’ in dominant PA → ‘empirical turn’ in ethics and integrity research.
Governance: authoritative policy-making on collective problems and interests and implementation of these policies

Governance: input - throughput – output – outcome

Integrity concerns behavior in input, throughput, implementation output → NOT OUTCOME

But what is integritous behavior?
VIEWS ON INTEGRITY

1 Integrity as **wholeness** (incl. integrated in the environment)
2 Integrity as **professional responsibility**
3 Integrity as conscious open acting based on **moral reflection**
4 Integrity as a (number of) **value(s)** incl. incorruptibility
5 Integrity as accordance with **laws and codes**
6 Integrity as **exemplary** moral behavior
7 **Integrity as accordance with relevant moral values and norms**
INTEGRITY VIOLATIONS

Integrity violations: behavior that violates the relevant moral values and norms

1 corruption: bribing
2 corruption: favoritism
3 conflict of interest (gifts, jobs etc.)
4 fraud and theft of resources
5 waste and abuse of resources
6 break rules / misuse power for the organization
7 misuse and manipulation of information
8 indecent treatment colleagues, citizens
9 private time misconduct
<table>
<thead>
<tr>
<th>Type of violation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict of interest through gifts</td>
<td>13</td>
<td>1.0%</td>
</tr>
<tr>
<td>Private time misconduct</td>
<td>31</td>
<td>1.0%</td>
</tr>
<tr>
<td>Conflict of interest through sideline activities</td>
<td>128</td>
<td>6.0%</td>
</tr>
<tr>
<td>Misuse and manipulation of information</td>
<td>137</td>
<td>6.0%</td>
</tr>
<tr>
<td>Corruption / bribery</td>
<td>147</td>
<td>7.0%</td>
</tr>
<tr>
<td>Fraud, theft</td>
<td>176</td>
<td>8.0%</td>
</tr>
<tr>
<td>Waste and abuse of resources</td>
<td>427</td>
<td>20.0%</td>
</tr>
<tr>
<td>Misuse of authority</td>
<td>527</td>
<td>24.0%</td>
</tr>
<tr>
<td>Inappropriate behavior</td>
<td>568</td>
<td>26.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2154</strong></td>
<td><strong>99.0%</strong></td>
</tr>
</tbody>
</table>
- conflict of interest / favoritism
- fraud with public resources
- handling confidential information
- inappropriate / indecent behavior
- private time misbehavior (Me-Too..) (→ social media)
IN ‘WESTERN’ SOCIETIES ??

-- conflict of interest (gifts, jobs etc.)
-- waste and abuse of resources
-- misuse power for the organization
-- misuse and manipulation of information
-- indecent treatment colleagues, citizens
-- private time misconduct
INTEGRITY AND ETHICS

Ethics: about good and bad, right and wrong (moral values and norms for judging and acting)

Integrity: ethics of behavior, process = not an alternative for the ethics approach but a crucial aspect/part of it

Integritism: integrity judgments are inappropriate (values or norms non-moral or irrelevant)
Quality of governance / good governance refers to dealing with the presence and impact of a multitude of values in all phases/aspects/levels of governance.

Broader then the integrity / ethics of governance:
→ Many values / qualities do matter, also effectiveness, efficiency, responsiveness/democracy and more
WHAT TO DO THEN?

Perspective and agenda for further progress

→ ‘Integrity or ethics turn’ in dominant PA
  More attention for moral values and norms, to describe and explain governance

→ ‘empirical turn’ in ethics and integrity research
  More attention the actual significance of integrity and ethics for governance amidst other relevant factors: power, interests, organization …
Food for Thought

1. Integrity crucial aspect of governance (behavior/ process)
2. Integrity violations broader then corruption
3. Ethics: good and bad; integrity ethics of behavior, process
4. Quality of governance: more values (↔ integritism).
5. Good governance broader: all aspects incl. outcome
6. Progress: empirical and ethical turn