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赴荷蘭、瑞士、比利時考察報告  
附 錄 四 資 料

1、荷蘭國家廉政局簡報資料





# Integrity in the Netherlands

Delegation from Taiwan

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Mr. A. Hoekstra and Ms. S.F. Verheij

## Topics

- Background of integrity in the Netherlands
- Organisation of NIO, actors and responsibilities
- Integrity Infrastructure

## National Integrity Landscape

### Governmental institutions:

- Ministry of Justice: anti-fraud/corruption policy
- National Police & Public Prosecutor: investigating breaches
- *Ministry of the Interior*: issuing integrity policy

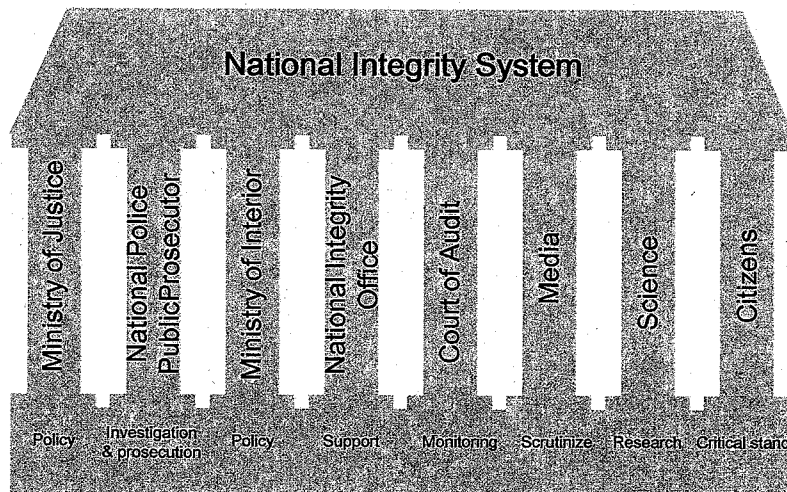
### Independent organisations:

- *National Integrity Office*: support/ advise all tiers
- Netherlands Court of Audit: monitors implementation
- Media: scrutinize office holders/ officials/ organizations

### Societal actors:

- Citizens: demand transparency/ trustworthy public officials
- Universities, academics: research ethics & integrity

## National Integrity System



## History of National Integrity Office

- 2003-2006: 'triggers' for establishment
  - aftermath of building fraud
  - policy evaluations: implementation deficit
  - changes in Civil Servants Act
  - encourage/ stimulate/ support/ assist
- 2006-2008: Official establishment NIO
  - within departement Public Sector Management of ministry
- 2009: NIO independent
  - functioning in departemental political/policy environment
  - distance of prescriptive and evaluative roles ministry
  - UN convention against corruption 2003 (art.6)

## Tasks and philosophy NIO

- Philosophy:
 

To enable and support *all* government organizations in such a way that they *themselves* can give substance to ethics and integrity policy
- How:
  - Develop & provide 'ready to use' instruments to work on integrity (risk-assesments, dilemmatraining, etc.)
  - Collect & dessiminate integrity related knowledge (reports, research -> website, annual Yearbook)
  - Network (host various platforms for sharing experiences and best practices, connecting experts, anual conferences)
  - Prevention only: no investigations breaches/ misconduct
- Target audience: Ethics officers, Managers, HRM personnel, etc.



## Organisation of NIO

- 7 employees
  - 3 judicial (law) experts
  - 2 experts on organisational studies
  - 1 expert on public administration
  - Staff: secretary, communication officer
- Small core: but extensive complementary network: independent advisors, scholars, leading experts -> *co-production*
- Subsidized by the ministry of the Interior: annual budget 1,1 million euro



## Elements of integrity 'definition'

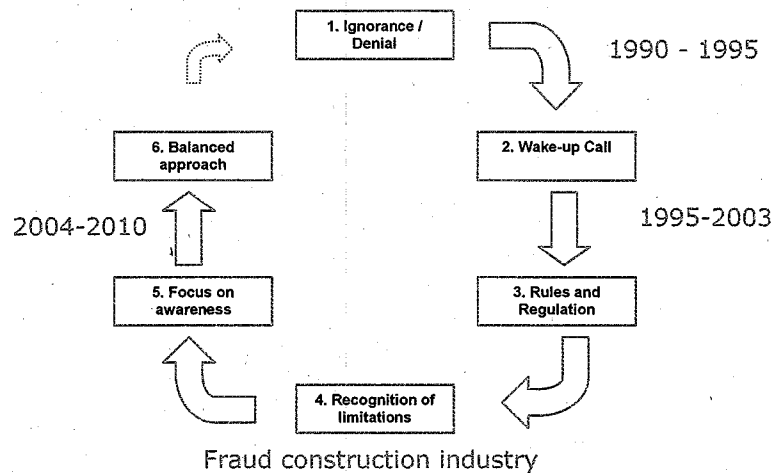
### Good employeeship

- Behave as a trustworthy and professional civil servant
- Know the boundaries and limitations of your position
- Keep in mind that you represent the National Government
- Be careful with the authority (and discretion) you possess

### Good employership

- Protect civil servant from unethical seductions and temptations
- Raising awareness for ethical considerations
- Enable civil servant to voice ethical concerns
- Create a safe and transparent work environment

## Developments integrity policy



## Different tools

- Guidelines
- Models
- Integrity Cube
- SAINT (self assesment integrity)
- System for fraud prevention
- Quick-scan to check status of integrity policy
- DVD for new philosophical / ethical approach
- New focus on integrity of governors

## Integrity Cube

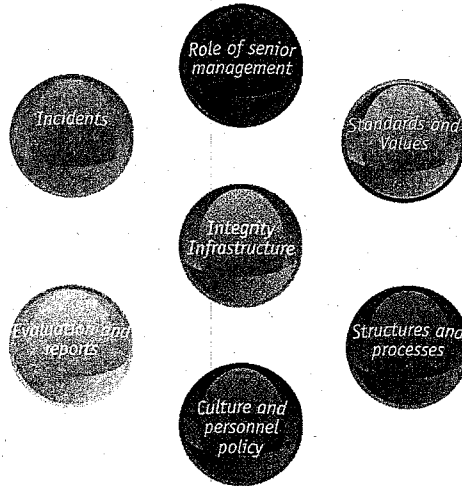
- Integrity Cube
- Tool to encourage discussion on integrity
- Dilemmas based on real-life situations at work
- Short film fragments are shown to present a case
- The group is asked 'what they should do'
- Arguments are thoroughly discussed
- Focus not on 'the best answer/solution'
- Focus on awareness-raising and sharing common ground

## Risk-analysis instrument SAINT

- 1-day workshop to detect and reduce vulnerabilities within organisational processes
- Measuring the effects of the integrity system in organizations
- Self assessment:
  - bottom up strategy: people are actively involved in analysing
  - solutions are formulated to improve the situation

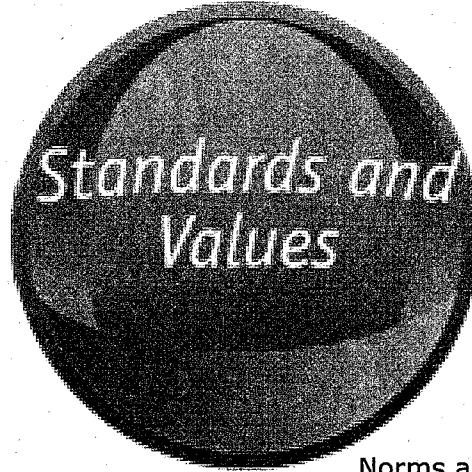


## Integrity management



## *Role of senior management*

Set example  
Set long term goals  
Commitment of Topmanagement



Norms and values are crucial  
What is expected from employees?  
What does the organisation stand for?



What are vulnerable processes?  
Translate norms and values into processes  
Ensure that integrity is involved in all processes



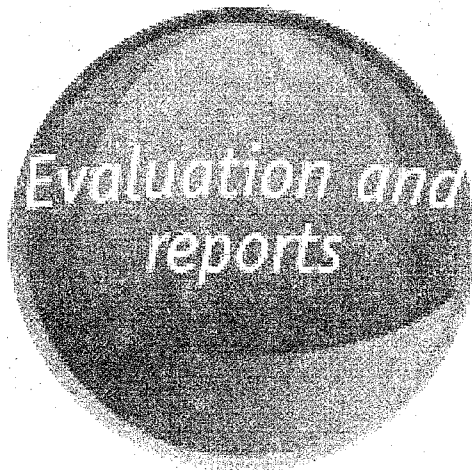
*Culture and  
personnel  
policy*

Oath of office  
Raise awareness  
Screen applicants  
Create an open culture



*Incidents*

Be prepared for incidents  
Develop investigation manual  
Develop sanction manual  
Register everything throughout the investigation  
Careful communication in and outside of organisation



Develop a (multi) year plan  
Evaluate yearly (minimum) achievement of goals  
Change policy if necessary  
Embed evaluation in general plan and control cyclus

## Contact information

Alain Hoekstra  
[a.hoekstra@integriteitoverheid.nl](mailto:a.hoekstra@integriteitoverheid.nl)

Suzanne Verheij  
[s.verheij@integriteitoverheid.nl](mailto:s.verheij@integriteitoverheid.nl)