

The Garden of Good and Evil: Values Integrity Ethics

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***“Why Lack of Integrity Makes Front
Page News”***

2005

Introduction

- **Perspective from roles of:**
 - **Auditor General**
 - **State Records Commissioner**
 - **Integrity Co-ordinating Group Member**

Public Sector Values

- **Earning and Sustaining Public Trust**
 - **In the Public Interest**
 - **Using Powers Responsibly**
 - **Acting Honestly and Transparently**
 - **Preventing and Addressing Improper Conduct**

Audit Context

- **Audit Reports include ‘good news’, eg recently**
 - **Audit Results Report said that 98.6% of agencies with satisfactory financial statements, not debated or reported in media**
 - **Reports with positive assurance, on Redeployment and Redundancy Administration and Fleet Management, similarly not debated or reported in media**

Audit Context

■ **‘Bad news’ however:**

- **Makes news (embarrassment)**
 - » **Parliamentary questions & media coverage**
- **Draws attention (reviews, etc)**
 - » **Parliamentary Committee Enquiries**
- **Makes work (have to retrieve)**
 - » **Submissions, briefings and reports**
- **Attracts ‘outside’ interest (‘expert’ intervention)**
 - » **Central agency intervention, etc.**

■ **Eg Unlicensed Drivers and Vehicles Report received extensive media coverage**

Practical Approach

- **Be able to relate performance to:**
 - **Planned performance**
 - **Prior performance**
 - **Performance of like entities/activities elsewhere**
- **Then should be in a position to demonstrate satisfactory performance (preferred position) or alternatively that appropriate ‘remedial’ measures are being taken**

Advice/Useful Principles

■ Learn from:

■ Accountants

- ‘double entry’, every transaction has an equal and opposite effect/ie. use checks and balances

■ Marketers

- Know client expectations, and either meet, exceed or change/manage those expectations

■ Insurers

- Disclosure, be transparent and avoid surprises

What's this mean in practice?

- **Be sure to understand ‘what you’re doing and why its being done’ (own your tasks and responsibilities and take pride in delivering real outcomes)**
 - **If you’re ‘across’ the task, you’re able to focus on building trust and purposefully managing those around you**
 - **Effective management is about managing upwards, sideways and down!**