



NATIONAL
UNIVERSITY OF
PUBLIC SERVICE

THE POWER OF DIALOGUE IN PUBLIC INTEGRITY AND CURRICULUM DEVELOPMENT –

LESSONS LEARNED FROM THE HUNGARIAN PUBLIC ADMINISTRATION AND
PROPOSAL FOR IMPLEMENTATION FOR LAW ENFORCEMENT AGENCIES

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ISSUES TO BE DISCUSSED

- Police corruption and organizational answers
- New position in order to build integrity and trust in law enforcement
- ‚Best-practice‘ vs. ‚best-fit‘ approach to knowledge transfer
 - In policy and organizational development design
 - Curriculum and training design
- Suggestions for implementation

POLICE CORRUPTION

- Law enforcement has high vulnerability towards corruption:
 - Large discretionary powers
 - Direct contact with criminals
 - Organized crime
 - Organizational culture
- Need for more accountability

ORGANIZATIONAL ANSWERS

- Fighting corruption cases – **Type 1 positions**
 - Using traditional tools in order to detect and investigate corruption cases
 - Enforcing the criminal code
 - Focus on the activity of citizens
- Internal affairs – **Type 2 positions**
 - Using classified information and tools (wiretaping, integrity testing etc.)
 - Enforcing the criminal code and service regulations
 - Focus on the activity of law enforcement agents

Σ: reactive approach vs. proactive approach

ORGANIZATIONAL ANSWERS

- Proactive approach – Integrity officers (**Type 3 positions**)
 - Using soft tools to enhance integrity and support cultural change
 - Implementing values, code of ethics and integrity standards
 - Focus on the activity of leaders & staff members
- Examples:
 - New York Police Department: **Integrity Control Officer** (recommendation for commanding officers on integrity issues, liaison between commanding officers, members of service and civilians, informing on corruption hazards)
 - Hong Kong: **Force Integrity Officer/Formation Integrity Officer** (recruitment of staff members, training, promoting values and leadership)

WE PROPOSE

- Based on the examples, we propose a new organizational answer: creating a new position („**integrity officer**”) in order to promote an organizational culture based on values, ethics and integrity and enhance public trust towards law enforcement.
- Challenge: how to create
 - a new position,
 - a new method and
 - a new curriculum in the same time?

THE MODEL

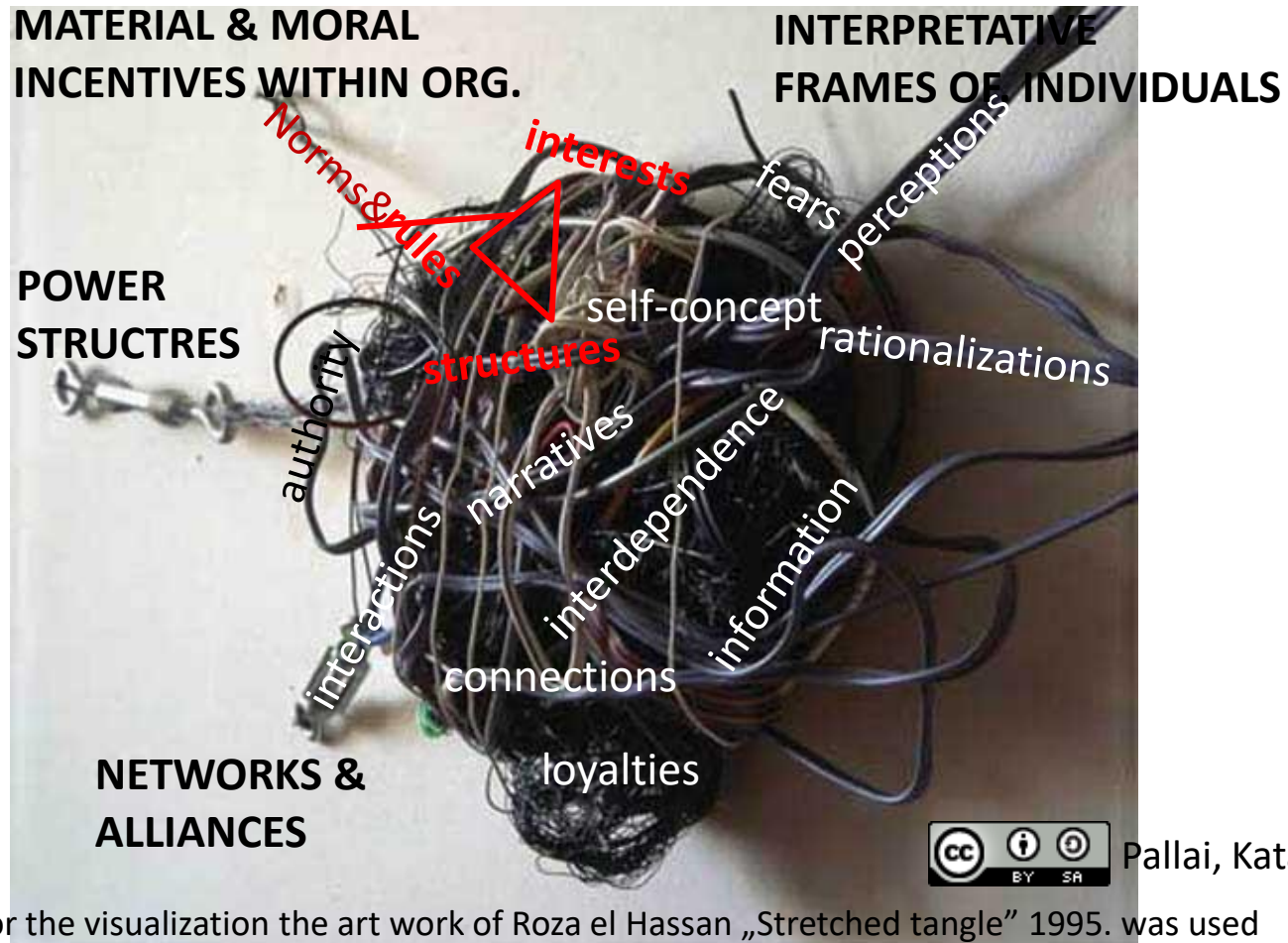
- Case study – creating the new position of integrity advisor in Hungarian public organizations
- Context in Hungarian Public Administration:
 - complex patterns of corruption
 - legalistic, regulatory tradition of public administration
- Integrity approach and integrity advisor was a new response → paradigm shift in approach
- Need for
 - finding a contextualized role for integrity advisor
 - finding a method for operation
 - designing curriculum to educate
 - prepare ground for his/her work and support

*In order to implement
the „paradigm shift“*

THE STRETCHED TANGLE, Roza el Hassan, 1995



The stretched tangle is A METAPHOR FOR CORRUPTION



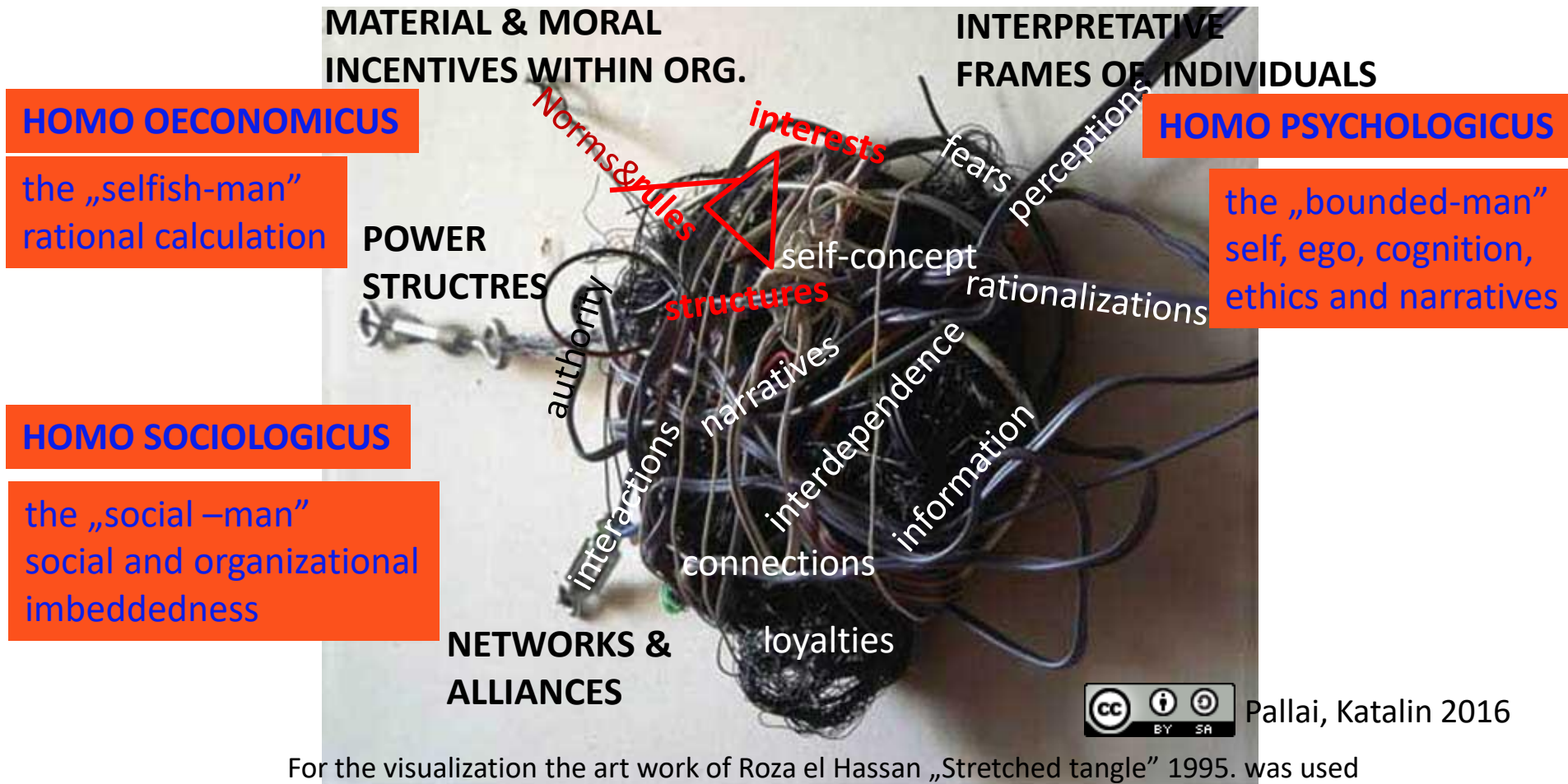
Pallai, Katalin 2016

For the visualization the art work of Roza el Hassan „Stretched tangle” 1995. was used

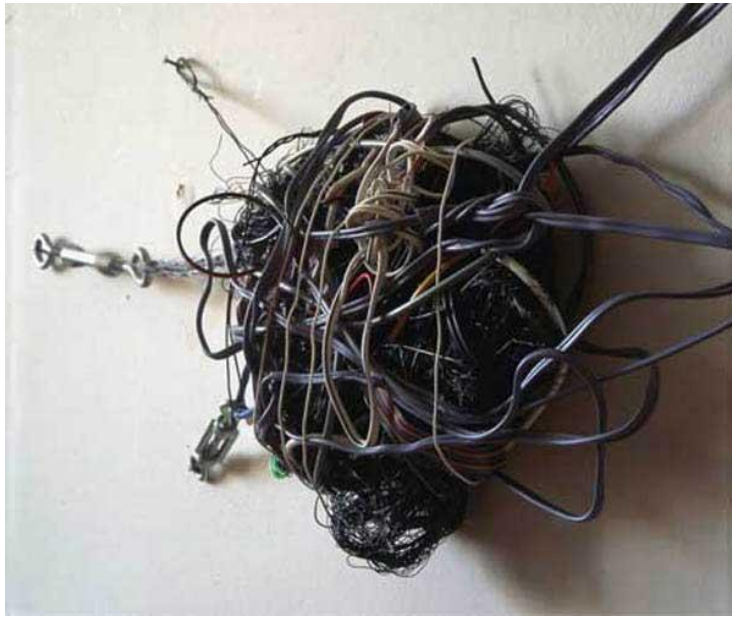


Pallai, Katalin 2015

The stretched tangle is A METAPHOR FOR CORRUPTION



FOR UNTANGLING



- collective aspiration → involvement
- **PROCESS** of
- exploration from multiple perspectives that leads to
- seeing the whole/the system
- complex strategies
- mutual trust and mutually trusted solutions
- coordinated action

CURRICULUM DEVELOPMENT FOR INTEGRITY ADVISORS AT NUSP



INTEGRATION
Not in student's
brain and organization
BUT in faculty -lab

Katalin Pallai 2016

THE FACULTY-LAB PROCESS

- Common ground: aspirations and questions shared to some degree
- Lack of complex thinking and effective solution
- Different paradigms, insights and views & mutual „professional distrust”
- Mutual understanding and experiencing → „presence”: collective wisdom → integrated approach
- Effective method shared by the group
- → integrated curriculum
- Power of the professional community → community of practice

PROCESS PROPOSAL FOR LAW ENFORCEMENT



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PROPOSED MODEL FOR LAW ENFORCEMENT



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KEY POINTS/PROPOSITIONS I.

For the position:

- Facilitating collaborative dialogue involving external & local knowledge on integrity challenges
- Defining the profile of integrity officers
- Curriculum development
- Selection future integrity officers (attitude, engagement, skills, experience)
- Training integrity officers (knowledge & skills)
- Integrity training for other officers

KEY POINTS/PROPOSITIONS II.

For the organization:

- Leadership support, trusted person
- Centralization of the structure
- Networking possibilities for integrity officers
- Breaking hierarchy (empowering)
- Discretion & innovative spirit
- Professional autonomy & responsibility
- Internal & external visibility

THANK YOU FOR YOUR ATTENTION!

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