
Funded
by the European Union
and the Council of Europe



EUROPEAN UNION



COUNCIL
OF EUROPE CONSEIL
DE L'EUROPE

Implemented
by the Council of Europe

CONSOLIDATING ETHICS IN THE PUBLIC SECTOR IN TURKEY (TYEC2)

TECHNICAL PAPER

DRAFT PAPER ON REVIEW OF TRAINING NEEDS AND RECOMMENDATIONS

Prepared by
Mr Gary Hickey, TYEC 2 Long Term Advisor
September 2012

Table of contents

1. Introduction.....	3
2. Length of training.....	3
3. Status and credibility of trainers.....	3
4. Materials for trainers.....	3
5. The calibre of ethics trainers.....	3
6. Standardised or tailored training?.....	4
7. Ethics principles.....	4
8. Lack of support.....	4
9. Refresher training for trainers.....	4
10. The role of disciplinary boards.....	4
11. Targeting the training.....	5
12. The balance between training techniques and ethical principles.....	5
13. Recommendations for the training ‘Ethical Way’.....	5
14. Conclusion.....	6

For any additional information please contact:
Economic Crime Unit
Information Society and Action against Crime Directorate
Directorate General I - Human Rights and Rule of Law
Council of Europe
F-67075 Strasbourg Cedex FRANCE
Tel +33 388 41 29 76/Fax +33 390 21 56 50
Email: lado.lalicic@coe.int
Web: www.coe.int/corruption

This document has been produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official opinion of the European Union or the Council of Europe.

1. Introduction

This paper reports on the key issues that were raised at the TYEC 2 workshop held on 20 September 2012 as well as issues raised as a result of a review of the training materials. Below is a summary of the key issues which have been raised along with suggested recommendations. It is worth noting that some of the issues raised were not directly concerned with the training itself but rather the wider ethics project. Reference is made to these issues in this document.

2. Length of training

Currently the ethics training is a one or two day course. It is clear though that some trainers are having problems getting organisations to commit to anything longer than half a day.

We recommend that alongside the one and two day courses a half day ethics training course is developed. There would then be three training modules, a two day module, a one day module and a half day module.

3. Status and credibility of trainers

There was a suggestion from some trainers that an enhanced status would enable them to have more credibility and more impact within organisations. This is in part linked with a request for more support from the Council of Ethics (see below).

It is recommended that all trainers who complete the ethics training course are issued with a certificate pronouncing them as having undertaken training approved by the Council of Ethics. It is also recommended that the trainers receive materials which they can distribute to attendees at training sessions (see section on 'materials').

4. Materials for trainers

It is recommended that trainers be given a range of materials which they can distribute to attendees:

- Brochures providing information on the principles/code, its importance, case scenarios and contact details of the Council of Ethics
- An executive summary that could be distributed to senior officials
- Visibility materials with the Council of Ethics logo

The case scenarios used in the brochures would use real complaints made to the Council of Ethics.

5. The calibre of ethics trainers

There was concern that some people who undertake the training a) did not have ample knowledge of the topic area and b) had been instructed, rather than volunteered, to take the training and so were not sufficiently motivated.

It is recommended that as part of the training course potential trainers are requested to undertake some background reading, to be identified by the short-term expert(s) (hereinafter 'STE'), prior to starting the training course.

It is also recommended that the Council of Ethics recommends that, where possible, organisations ask for volunteer trainers rather than choose people.

It is recommended that once trainers have undertaken the training they pilot test the training, under the supervision of the STE, before they are considered sufficiently trained to undertake training on their own.

The trainers will therefore be trained as (i) trainers and (ii) trainers of trainers. They would be trained by a professional organisation in how to train and how to teach others to train. They will be trained in the use of the ethics training package.

So far as possible the type of person sought will have:

- Previously attended courses in how to be a trainer
- Will have experience of organising and delivering training courses
- Will have some knowledge and understanding of the Code of Conduct and the work of the Council of Ethics

6. Standardised or tailored training?

There were various enquiries and comments about the extent to which training should be standardised and to what extent it would be useful to tailor training to suit different needs. Part of this issue is addressed by the recommendation to establish three courses (via the addition of half day training) rather than the previous two.

It is recommended that the basic format of the training ie background presentations followed by scenarios and decision cards should remain standard. However, it would clearly be beneficial if when considering scenarios that the trainer focussed on those which are most pertinent to that particular organisation. The intention then, is to develop a bank of scenarios from which trainers can choose those most appropriate for their situation..

7. Ethics principles

It is recommended that along side this aspect of the training a brochure is produced which would provide a summary of the principles/Code as well as information on the legislation and the importance of ethics in the Turkish public sector.

8. Lack of support

Some trainers raised the issue of feeling unsupported in their role. One suggestion was an ethics training portal.

As part of the wider project on Consolidating Ethics in the Public Sector in Turkey there are plans to develop a website. This will include a section on training where trainers, as a community of experts/practitioners, can share knowledge, and help support each other in overcoming challenges.

It was also suggested that ethics commissions were often unsupportive. The Project, via activity 6, will develop the capacity of ethics commissions and so enable them to provide more support than previously.

9. Refresher training for trainers

It was suggested that previous trainers should be included in the train the trainers programme. Unfortunately there is not sufficient resource within the Project for this to happen.

Instead, it is recommended that a short refresher course be developed and previous trainers be invited to this training event.

10. The role of disciplinary boards

There were two key issues here. Firstly, some attendees wanted greater clarity regarding the role of ethics committees and disciplinary boards. Secondly, there was a suggestion that disciplinary boards also need to be trained in ethics.

It is recommended that the Council of Ethics develop a clear stance on the roles of both and/or options for how the two bodies can function together. These solutions could then be included in the training pack.

11. Targeting the training

There were some respondents who expressed concern that senior officials were not sufficiently interested in the training, some who suggested that new employees were particularly receptive to the and a suggestion that consideration should be given to targeting the training rather than focus on quantity.

Providing an across the board recommendation for 'who' to target the training could involve much research as different ministries and/or organisations have different experiences. Furthermore, a failure by trainers to get access to target groups (due to, for example, organisational resistance) may result in no or little training. As such it is recommended that the situation for trainers is left as it is currently ie trainers use their own discretion and resources in securing attendees to training.

That said, experience from other countries does suggest that it may be good practice to ensure that ethics training become the norm for new employees. Equally, the importance of leadership is also stressed in research as being a key factor in establishing ethical environments. It is recommended that the Council of Ethics encourages ethics commissions to work with HR departments to try and ensure that these two groups undertake training.

12. The balance between training techniques and ethical principles

There was some disagreement about the proportion of time spent on the 'train the trainers' course between training techniques and ethical principles. Some respondents wanted less time on training techniques while others were of the view that this was a crucial part of their training.

It is recommended, on the advice of our STEs, that the current balance between training techniques and ethical principals is maintained.

13. Recommendations for the training 'Ethical Way'

- It is recommended that the introductory PowerPoint presentation be revised along the following lines:
 - More information on the principles/Code
 - More information on the importance of the principles/CodeEnsure that all of the scenarios are covered in this PowerPoint (at the moment just 5 are covered)
- Ensure that any reference to scenario numbers matches the numbers used on the actual scenarios
- Ensure that instructions for the use of scenarios is consistent. The current PowerPoint slide V17 seems to differ from the instructions on the actual scenarios, while the 'guide for case studies' provides yet different instructions.
- It is important that there is continual reference back to the principles/the Code. With reference to the recommendation immediately above, consider simplifying the discussion questions to the following two questions:
 - What parts, if any, of the Code/principles may have been breached?
 - What is the reason for your answer?
- The trainers would benefit from a larger number of scenarios which they can draw upon and tailor training to the needs of the group. These additional scenarios could draw upon real investigations including the outcome of these investigations.
- The Guides need to be updated according to the final training materials

14. Conclusion

A meeting will be held with both the STEs and the Council of Ethics to agree how the recommendations identified here should be carried forward by the STEs.