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Integrity at BE Defence

Information brief

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Objectives and content

- Hazing and bullying … how do we plan to deal with it ?
- Why does BE Def implement integrity ?
- How does integrity get implemented ?
- What is the integrity policy plan and what is its content ?
- Status
- Way ahead

Hazing and bullying ? Data ? How to deal with it ?

- Data (# cases)

	2018	2019
Bullying – Harassment	114	63
Hazing (currently no existing « category » at complaint registration, but ...)		
Candidates (Offr, NCO, Soldiers) reporting	66	36
Students (Offr, NCO) reporting (RMA, RS NCO)	16	7

- <u>Who handles this at BE Defence ?</u>
  - Hazing Prevention .... Through integrity policy
  - Support victims -> DG H&WB
  - Report hazing practices -> DG H&WB
  - Educational initiatives -> RMA, Royal School NCO
  - Healthy group building activities -> RMA, RS NCO
  - Corrective measures/actions .... -> Hierarchy (discipline)

Hazing and bullying ? Data ? How to deal with it ?

- Complaints procedure – How to report hazing and bullying ?

Hazing Reporting … Who are you going to call ??

- Harassment / Violence at work -> **DG Health and Well-being** (persons of confidence **network**) – in each military base or HQ or cluster of military bases

- **« Complaints Service »** at Inspectorate General level (handled by them or sent on to DG Health & WB persons of confidence network

- How do we deal with it in the future ?
- DG H&WB network of PC will continue to handle reporting and take corrective actions
- « Complaints Service » at Inspectorate General level
- Integrity Policy – preventive actions (see next part of briefing)

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Hazing and bullying ? Data ? How to deal with it ?

Hazing practices are carefully guarded secrets within organizations

EXAMPLES OF HAZING

Below are just some examples of hazing practices that occur:

- Forced activities for new recruits to 'prove' their worth to join
- Forced or required consumption of alcohol
- Requirement to eat spicy foods, other substances
- Requirement to endure hardships such as staying awake, menial tasks, physical labor, running while blindfolded, etc.
- Humiliation of new or potential members
- Isolation of new or potential members
- Beatings, paddling, or other physical acts against new or potential members
- Requirements for new or potential members to do things established members are not required to do
- Illegal activities such as requirement to steal local items as part of a scavenger hunt

HAZINGPREVENTION.ORG

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Hazing and bullying ? Data ? How to deal with it ?

"Hazing practices are carefully guarded secrets within organizations"

What is hazing?

Hazing occurs when a service member causes another to be exposed to cruel, abusive, humiliating, oppressive, demeaning or harmful activities. Hazing is not limited to physical acts, but can include verbal or psychological actions designed to cause harm to another Sailor. The full definition of hazing can be found in SECNAVINST 1610.2A Paragraph 6, Section A.

This behavior is contrary to the Navy's core values of Honor, Courage and Commitment and has no place in our Navy.

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Integrity @ Defence ? Why ?

- Armed Forces and its personnel are expected to « lead by example » and « <u>set the example</u> »
  - Expectation = each military and civilian member of the BE Armed Forces
  - is expected to act and behave in an ethical manner in all circumstances and in conformance with the norms and values accepted in society
  - not only when carrying out its mission
  - but also while not « on duty »
  - both on BE soil or when abroad.

Example : media in BE always mention that a person belongs to the « military personnel / armed forces » when any type of illegal conduct is reported in the press

- <u>New evaluation system (as of Jan 2020)– professional evaluation</u>
  - **Ethical behaviour** will be evaluated during statutory evaluation (GO/NOGO)
  - As a **generic behavioural competence**
  - Is supposed to be present in each member of the BE Armed Forces, irrespective of type of function or level of command

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Integrity @ Defence ? Why ?

- Legislation
  - BE Armed Forces are **applying applicable legislation**
  - will **grant** military and civilian personnel **direct access to a person of confidence for integrity matters (PCI)** allowing them to **report** (**whistleblowing**) a **suspected integrity breach**.

- ICS (internal control system- integrity policy plan extract)
  - *Within the societal framework in which BE Armed Forces operate …*
  - *and taking into account the expectations regarding the respect of shared norms and values*
  - ***good governance and internal control,*** *embedded in a healthy organizational culture, are* ***key*** *to a meaningful,* ***integrity driven and future oriented functioning of the Armed Forces****.*
  - *The* ***integrity policy is embedded in the objectives of internal control and ICS,*** *more specifically in relation with the general objective regarding* ***ethical behaviour.***

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Integrity @ Defence ? Why ?

- FIA – Federal Internal Audit service
  - By means of legal clauses , **FIA** is **"the new watchdog"** and is looking into the **effectivity** of the **whistleblowing procedure** for **suspected integrity breaches**
  - Initiatives regarding **fraud prevention**

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What are the integrity policy objectives ?

Based on the CHOD tasking a **comprehensive integrity policy** will be implemented from 2019 onward.

BE Armed Forces have chosen an **integrated approach** toward a full implementation of all aspects related to integrity, which is visualized in a clear model. The policy is explained by means of a **Policy Statement** and a **Policy Plan for Integrity 2019-2022.**

The policy objectives are :

- to **ensure integrity** within the Armed Forces as a whole and in each military or civilian member in particular ...
- by means of **enhanced promotion of the knowledge and application of all values** of the BE Armed Forces.
- to **detect** non ethical behaviour and **correct** it in an appropriate manner by means of **structural and/or individual measures.**
- To help personnel in **handling ethical dilemmas**

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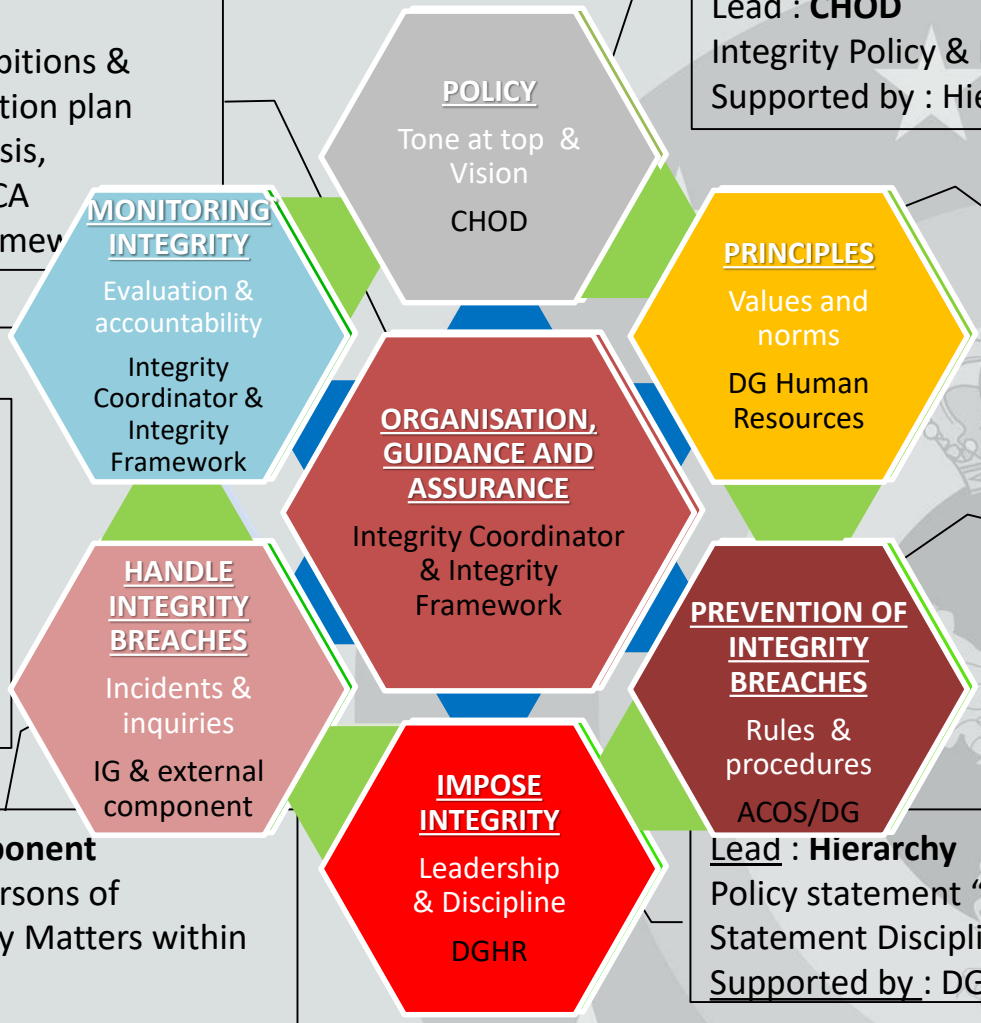
Integrated approach integrity

Model, roles and responsabilities

Lead : **Integrity Coordinator**
Organisation/guidance : ambitions & action plan(s) – implementation plan
Assurance : détection, analysis, coordination, reporting, PDCA
Supported by : Integrity Framew

Lead : **CHOD**
Integrity Policy & Plan
Supported by : Hierarchy



Lead : **DGHR**
Mil and Civ Values (Rights & Obligations)
Supported by : Hierarchy

Lead : **Integrity Coordinator**
Active and passive monitoring and recommend actions
Supported by :
Integrity Framework

Lead : **ACOS/DG per functional domain**
Organisational measures
Specific Codes of Ethics
Supported by : Hierarchy

Lead : **IG and external component**
Internal component with Persons of Confidence (PCI) for Integrity Matters within Inspectorate General
Supported by : LH

Lead : **Hierarchy**
Policy statement "Leadership" & Policy Statement Discipline
Supported by : DGHR

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PDCA-cycle

BELEID
PLAN
Visie
CHOD
BEGINSELEN
DO
DGHR
MONITORING
CHECK
verantwoording
ORGANISATIE, AANSTURING EN
PLAN
DO
CHECK
ACT
BEHANDELEN
Incidenten en
DO
IG
VOORKOMEN
Regels en
DO
ACOS/DG
AFDWINGEN
Leadership
DO
DGHR

Referential framework ? What ? Structure ?

PART 1

*Referential framework containing **core values** and **norms DGHR** (7 values Mil and 4 values Civ)*

Sense of duty
Courage
Respect
Integrity
Loyalty
Honour
Commitment

Respect
Impartiality
Sense of duty
Loyalty

*Referential framework containing **legislation and regulations** in support of the core values and norms*

PART 2

*Referential framework needed for the **daily functioning** of personnel within each ACOS, DG and Operational Component within BE Defence*
Ref : CHOD Guidance

The referential framework is composed of 2 parts, one part containing the **core values and its underlying legislation and regulations** on the one hand and on the other hand **all legislation, regulations, rules, doctrines and procedures applicable to the daily functioning** of all personnel within each ACOS, DG or Operational Component within BE Defence.

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How does integrity get implemented ? - Actors

In order to perform an integrated and coordinated implementation of a comprehensive and durable integrity policy, a number of **integrity actors** are needed.

- **Integrity Coordinator**
  - ✓ Mission = to implement and coordinate the integrity policy as determined by CHOD

- **Integrity Framework**
  - ✓ Representatives from Assistant Chiefs of Staff (ACOS) departments, Directorate-General (DG) departments and Component Commanders departments (AIR, LAND, NAVY, MED)
  - ✓ Assist the integrity coordinator during the actual implementation phases of the integrity policy

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How does integrity get implemented ? - Actors

➢ Persons of Confidence for Integrity Matters (PCI)

- ✓ Constitute the internal component within the BE Armed Forces
- ✓ Alternative for the current external component (external to BE Armed Forces)
- ✓ Will respond to questions regarding suspected integrity breaches
- ✓ Will respond to actual whistleblowing and reporting of suspected integrity breaches (in conformance with applicable legislation)
- ✓ Mandate, role, competence and selection are determined by Royal Decree (in application os a specific law)
- ✓ Are trained to perform their tasks in full confidentiality

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How does integrity get implemented ? - Actors

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Integrity Policy Plan

➢ General approach :

- **Integrity Policy Plan** contains :
  - ✓ Implementation Plan (2019-2022)
  - ✓ Improvement Plan (post implementation)
- Detailed **action plans** based on specific yearly **ambitions**
- **Yearly reporting to top management** + continuous communication to all BE Armed Forces personnel
- **Validation** by top management

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Implementation – Status 2019

New Policy Statement on Integrity is part of Policy Handbook CHOD.

Integrity actors are in place, have mandate to perform their tasks.

A portal site « Integrity@Defence » is operational and contains all relevant information including FAQ on integrity.

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Implementation – Way ahead – further ambitions (examples)

- Determine, list, standardize (where possible) and facilitate access to the **referential framework** including supporting regulations/legislation providing guidance in ethical behaviour.

- Inform all personnel on the **referential framework** needed for their **daily tasks** and the facilitated access to it in order to provide **daily guidance**.

- Inform all personnel about the **core values** at BE Defence, increase their knowledge of these values and facilitate access to it. « Learning them by heart » is not the objective, « living and applying these values on a daily basis » is.

- List **"vulnerable" functions, positions and activities** (with an increased risk potential toward integrity breaches, conflict of interest, ….) and determine all **necessary measures to increase resistance toward integrity breaches** (code of ethics, …).

- **Education, training and coaching of** personnel to deal with integrity issues and ethical dilemmas

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Questions ?

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