

## Roles of an integrity policy

### Integrity officer

In the second yard we appoint an integrity change manager. Or even: an Integrity Officer. The function "Integrity Responsible" consists of allowing integrity to take root completely within your organization. Specifically, this "change manager" is responsible for applying the issues of the charter.

He/she takes care of the following:

- Establish and maintain a genuine culture of integrity within the organization, based on values and rules, but also on a logic of transparency and continuous improvement.
- Give the organization an ethical code that is fully in line with the values and image of the organization and ensure that everyone who works for the organization (employees, volunteers, board members) acquires this code.
- Provide the necessary information and training to facilitate this appropriation.
- Ensure that the organization has appointed an individual as an "integrity advisor" and that this person has the time, knowledge, and skills to fulfill this role.
- Identify the integrity risks that may affect your organization and how to manage them. Fully integrate these risks into the partnership policies and partnership agreements.
- Ensure the existence, accessibility and proper functioning of the reporting mechanism that receives complaints and ensure that a mechanism is established for the timely, effective, efficient and proportionate submission and handling of complaints.
- Ensure that appropriate measures are immediately taken in the event of a violation of integrity. These can be measures to protect victims, alerts, organizational improvement measures or individual or collective sanctions.
- Ensure that control procedures exist to identify potential integrity violations and to improve the integrity approaches of the organization accordingly.
- Regularly assess the integrity situation within your organization and propose points for improvement and action plans, also based on active peer-to-peer exchange.
- Ensure comprehensive, regular (at least once a year) and structured communication about integrity violations.

## Integrity counselor

The "**integrity advisor**" function is to be the referring person to whom every employee or volunteer in the organization can turn to for advice on integrity. Specifically, this integrity advisor acts as a "friend" who listens without judging the person who reports a (possible) integrity problem. Based on this active listening, the integrity adviser gives his conversation partner a sound advice about the actions that can be taken. In order to be able to fully realize the relationship of trust, and therefore also the position of confidential advisor, it must be bound by the confidentiality of the information received, unless there is an exceptional situation (such as a serious and imminent danger to a person or the organization). ) that cannot be avoided without violating that confidentiality.

This position requires the following skills:

- Know integrity in your organization, both in terms of full knowledge of codes and values and the way they are applied.
- A strong capacity for empathy and respect for others.
- A strong ability to build trust with others and support them for free and unconstrained expression.
- Great listening ability, especially without judging, and facilitating the expression of others to gather all relevant information before giving advice.
- The ability to analyze complex situations from an integrity perspective, taking into account both the reality of individuals and organizations.
- Being able to apply the approach based on the management of ethical dilemmas with regard to the values of the organization.
- Provide informed advice to the other party on the attitudes and actions that can be taken based on these analyzes.
- Ensure adequate follow-up and support for the various requests for advice on an individual basis and, in general, by analyzing whether improvements need to be made to the integrity mechanisms of the organization.

## Integrity complaints manager

The “Integrity complaint manager” function consists of identifying and adequately dealing any integrity complaints that are submitted within the organization. This function must be as independent as possible from the operational work and reports directly to the management of the organization.

The position covers the following:

- Check daily whether complaints have arrived, see if they are related to integrity, or if necessary refer them to another department.
- Analyze integrity complaints based on a good knowledge of the integrity values of the organization and the management of dilemmas.
- For admissible complaints, prepare an appropriate action plan in accordance with the internal procedures and processes of the organization. Initiate surveys and information investigations.
- On the basis of the information measures and sanctions collected, propose proposals to be taken in response to the complaint.
- Proposing possible improvements to the internal integrity systems to the person responsible for integrity, based on the cases handled and the analyzes carried out.

## Cumulative functions

Especially in small organizations it will sometimes be rather difficult to allocate the three functions among different people. There is no obligation to allocate the function to three different people, but the role of "integrity advisor" is a priori less compatible with that of "complaints manager", as this could change the concept of trust needed for the function of integrity advisor and tangible problems related to the confidentiality of information. In very small structures, it may be preferable to assign the role of "complaint manager" to a third party, such as a board member. It can also be useful to analyze whether a function can be outsourced to another organization.

On the other hand, there is a greater affinity for bringing the functions of "Integrity Responsible" and "Integrity Adviser" together, because they are both more on the preventive side of integrity policy.