

ENGAGING STAKEHOLDERS FOR AUDIT DATA

Adam Giles
Ben Thompson

WHO ARE THESE GROUPS

- Adam – large group of public employees
- Ben – stakeholders in paratransit system



HOW IS THIS DIFFERENT?

- We always engage stakeholders for audit data
- Engaging very large or unique groups

WHEN AND HOW

- What are situations to engage with unique stakeholders?
- What are techniques you can use in this situation?

PARATRANSIT IN KING COUNTY



PARATRANSIT IN KING COUNTY

- Cost \$61 million per year
- Federally mandated
- Costs  Trips 
- Serves 8,000 residents providing almost 900,000 rides

MANY INTENSE FEELINGS

- Variety of groups around King County that felt very strongly about the service and want it to improve
- Effective audit needed to understand concerns



STAKEHOLDER GROUPS

Caregivers

Transit Advocates

Seniors



OPEN DOORS FOR MULTICULTURAL FAMILIES

...dedicated to the needs of diverse families who have loved ones with
developmental disabilities and special health care needs.



FOCUS GROUP

Challenge	Approach
Language	Translators
Time	2 hours
Aggregate feedback	Voting with dots

TRANSIT ADVOCATES



SENIORS



TAKEAWAYS

- Explain what you can and cannot do
- Careful about boundaries
- Careful about independence and association
- Powerful to invoke actual user experiences

Using Surveys to Reach Key Stakeholders

How we engaged 25,000 stakeholders on ethics in the workplace



How do we audit *ethics*?

Ethical behaviour is about people *knowing* what is right and what is wrong, and *doing* what is right – even when no one is looking.

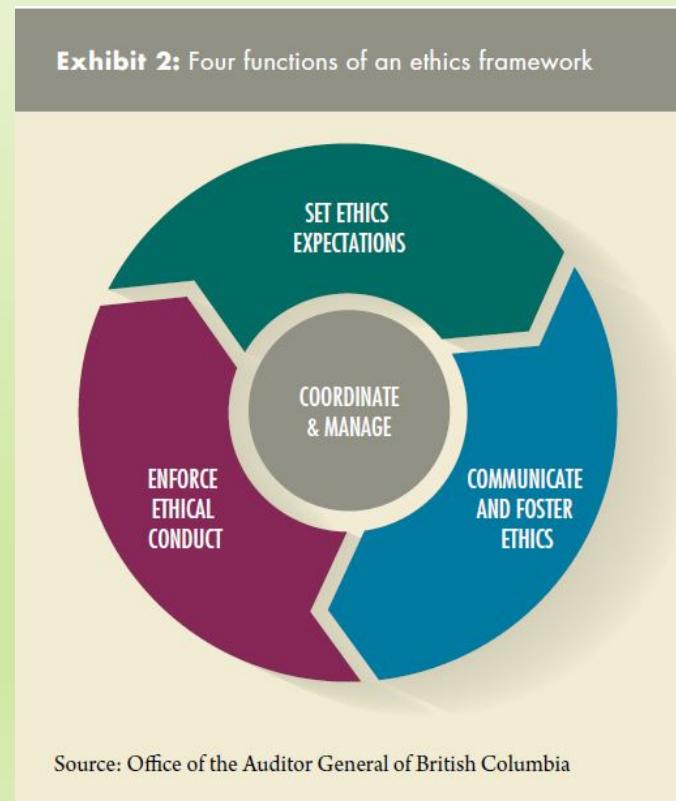
To audit ethics, we needed to understand two key areas:

How do we audit *ethics*?

Ethical behaviour is about people *knowing* what is right and what is wrong, and *doing* what is right – even when no one is looking.

1. Government's framework for managing ethics

- Policies and procedures
- Communications and engagement plans
- Training and guidance
- Controls
- Management and coordination



How do we audit *ethics*?

Ethical behaviour is about people *knowing* what is right and what is wrong, and *doing* what is right – even when no one is looking.

2. Employee's input on how well the framework is working:

- Are you receiving adequate guidance and training?
- Are leaders committed to an ethical workplace?
- What are the perceived risks?
- Are Ethics Qs and issues adequately resolved?



Audit Overview

Objective

To determine whether government has established and implemented a framework that effectively fosters an ethical culture within the B.C. Public Service

Approach

- Traditional fieldwork (sampled 6 ministries & 3 central agencies)
- Surveyed *all* public servants to get their perspective on ethical culture in the workplace

The 3 major hurdles

1 - Proving we're legitimate



The 3 major hurdles

2 - Demonstrating we're trustworthy



The 3 major hurdles

3 - Incorporating and reporting the survey results



Hurdle 1: We're legitimate! This is not SPAM!

A cybersecurity conscious public service (a good thing!) means our survey could be ignored or deleted out of mistrust (a bad thing!)

Overcoming the hurdle

- Involves technical + people matters
- Strategize early with government leaders
- Looks are not enough – they need to know you *are* legitimate!



Hurdle 2: Trust us, we're independent!

Ethics can be a sensitive topic for some. We had to show public servants they could trust us with their responses and feedback.

Overcoming the hurdle

- Due diligence with survey administrator
- OAG BC branding
- Personalized communications
- Clear commitment to anonymity

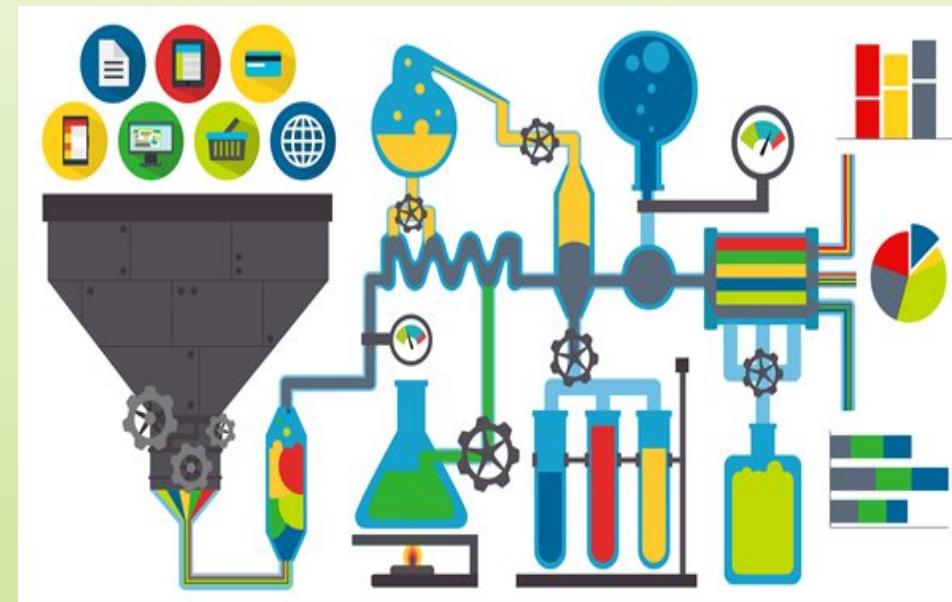


Hurdle 3: 12,500 survey responses. Now What?

Developing a process to analyze, understand, and incorporate the survey data into our broader audit findings and results.

Overcoming the hurdle

- Dig deeper for significant results
- It's not black and white
- Focus on the key results

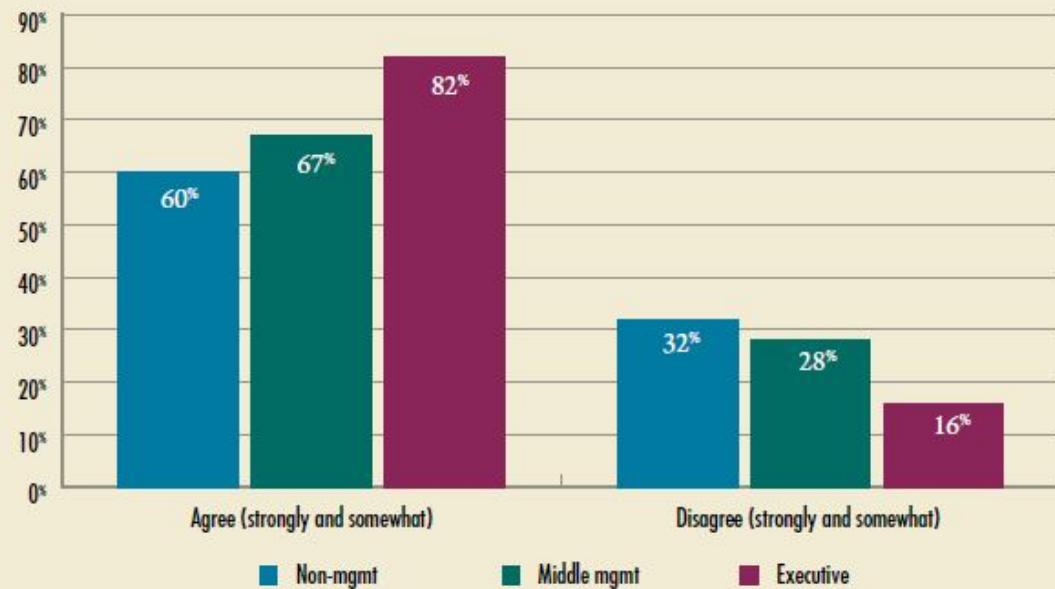


Incorporating survey results into the report

SAMPLE COMMENTS ABOUT DISCIPLINING MISCONDUCT:

- ◆ “In general everyone I've worked with has been very ethical. On the rare occasions though where I've seen unethical behaviour there were virtually no consequences imposed.”
- ◆ “I have observed incidences where staff and managers have been held accountable for their conduct which is important as well.”
- ◆ “I have been employed with the Province for over 20 years, and worked for 3 different Ministries. In that time, I have only witnessed or thought something was unethical on two occasions ... In both cases, the matter was dealt with quickly and in my opinion effectively.”

Exhibit 5: Communicating ethics as a priority by employee type



Source: Office of the Auditor General of British Columbia

Questions or Comments?