




Royal Netherlands Marechaussee

Making the right choices

Integrity Policy





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The importance of integrity for the Royal Netherlands Marechaussee

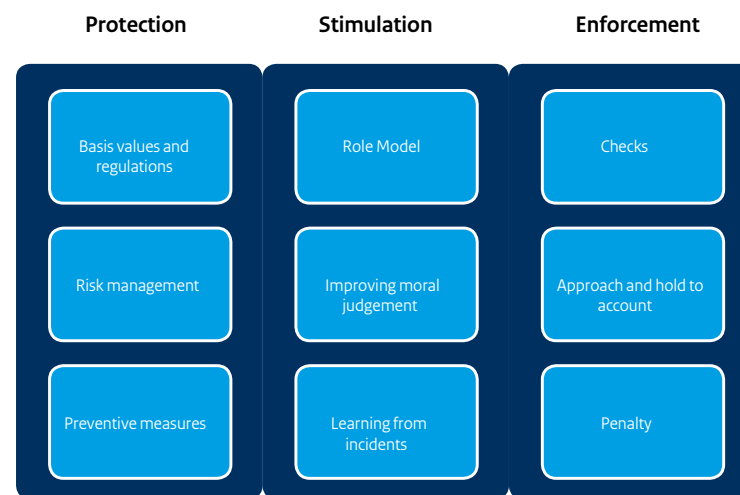
Trust in government is a prerequisite for democracy. The general public must be able to expect that the Royal Netherlands Marechaussee carries out its tasks in a professional way, and with integrity.

Incidents are lessons

Integrity incidents, or breaches of integrity, will continue to occur in the future. Although it is a good thing that incidents are reported, dealt with, their severity assessed, a possible disciplinary or criminal investigation carried out and possibly a penalty imposed, it is imperative that as much as possible is learned from each incident that occurs. To do that, questions need to be asked. Why did the incident in question take place? Did we miss any clues to what was about to happen? What was the role of members of personnel and their managers? Must we put any measures in place to prevent such incidents reoccurring in the future?

This is the reason that, in addition to enforcement (dealing with breaches of integrity), protection and stimulation are important pillars of the Royal Netherlands Marechaussee's integrity strategy.

Royal Netherlands Marechaussee Integrity Management Model



Achterzijde



Voorzijde

Managing integrity

Enforcement, protection and stimulation are the three pillars of the Royal Netherlands Marechaussee's (RNLM) integrity management model. In addition to the enforcement and stimulation of integrity, RNLM personnel must be protected against all forms of integrity violations in accordance with the RNLM's integrity policy.

In this model, integrity is not only the responsibility of each individual member of personnel, but also a primary management responsibility.

The organisation can be said to possess integrity when it acts fairly towards the people and organisations it either works with or works for.

An organisation with integrity bases itself on two main principles:

- A rigorous enforcement practice aimed at prevention (protection)
- An active drive towards a continuous moral learning process (moral competence)

An organisation with integrity protects

- the organisation against members of personnel with ill intentions;
- members of personnel against temptations;
- members of personnel against false accusations.

Seven Steps Plan

Procedure for making moral judgements:

1. What is the moral decision or choice that I have to make?
2. Who are the parties involved?
3. Who is making the decision?
4. Do I need more information?
5. What are the arguments?
6. What conclusion have I reached?
7. I assess whether I feel right or wrong about the judgement I reached.

Source: Henk van Luijk



You are in regular contact with the local authorities. Within the framework of cooperation between the local authorities and the mission you are part of, you coordinate most of your activities with the local mayor. Now an NGO has approached you with complaints of corruption about this man. What do you do?

A local police commander releases a suspect, despite the evidence that his police officers collected against him in collaboration with your unit. You later hear that the suspect is the police commander's nephew. What do you do?

You are in a mission area to train the local police force.

After 10 days, the local police officers suddenly stop attending your training course. After asking around, you find out that a local tribe elder thinks that the police officers have received enough training and has sent them out to work. What do you do?

During a visit to a small village, a man approaches you holding a child suffering serious burns. The medical equipment you have with you is not adequate. Do you take the child to the compound?



You have arrested a number of local people. You hand them over to the local authorities, but see immediately that local policemen are getting ready to hit the prisoners with a stick. What do you do?

A colleague is keeping an enthusiastic weblog of the mission he is part of. In it, he gives a very detailed description of the mission and your operational activities. What do you do?

The Seven Steps Plan explained

1. What are the contrasting choices in a certain situation? I make a provisional choice which I think is the morally correct one. I assess the most important objection against my provisional choice.
2. The parties involved are central to the situation. It must be clear whose rights, interests and wishes have to be taken into account.
3. The answer to this question should always be 'I am'. This makes it clear that the individual is responsible and accountable for the decision that he or she makes.
4. Making a morally responsible decision demands that the facts and circumstances vital to a certain situation are known.
5. Collect together all of the arguments that can be expected to play a role in the moral assessment. The two sets of arguments related to the two contrasting choices deserve to be given equal attention.
6. The rule of thumb is that arguments based on principles carry more weight than arguments based on consequences, because principle-based arguments refer to the rights of the parties involved, while consequence-based arguments refer to the interests or wishes of the parties involved.
7. How do I feel after making this choice? Do I feel doubtful? That could mean that I overlooked or incorrectly assessed a number of arguments. In that case, I must return to steps 5 and 6.

