

NATIONAL UNIVERSITY OF PUBLIC SERVICE

Doctoral School of Military Sciences

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**Theoretical and practical issues concerning ethics in the public service
at the Special Service for National Security**

Thesis

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Definition of the scientific problem

Nowadays, the information boom and the availability of the accumulated knowledge on the World Wide Web pose completely new challenges, while the concept of secret, privacy and security as well as the ethical considerations related to the management thereof become inevitably revalued.

It is natural for the new generations to make their lives transparent voluntarily on social media platforms, and conveniently manage all their matters in cyberspace. In parallel with this, crime opens up to new dimensions by making full use of the lack of security awareness and incompetence of the users. Since crucial infrastructures and administrative systems may also be affected in addition to the immediate safety of citizens, the national security services must also respond to these challenges in order to maintain order. At the same time the citizens are becoming more and more sensitive to and more and more aware of their rights, in particular, if the possibility to access personal data concerns governmental authority and the instrument thereof, that is, the activity of national security services. In connection with real or perceived unlawful events, serious social debates have emerged in many countries of the world as to what benefits and dangers the operation of national security services may bring in terms of democracy.

Therefore, it became necessary to provide an ethical basis for the activities of national security, which gives a reassuring answer to the question whether the practice of the abridgment of rights exercised by national security services by virtue of their social function, in possession of the ever expanding technological possibilities, is proportionate, will last and serves a purpose representing universal human values. This makes the objective of this dissertation relevant, which aims at laying and redefining the foundations of ethics regarding the operation of modern national security services within the general scope of ethics applied in the public service.

Thus, the scientific problem arises from the fact that currently there is no clearly defined framework that would provide legitimation from an ethical perspective concerning the social purpose and operation of national security services. It is not clear what the ultimate goals of national security services – as specific tools to exercise public powers – are and how these goals can be protected from a moral point of view.

The Special Service for National Security (hereinafter referred to as SSNS) plays a particular role in the domestic system of national security services. It does not have an independent

intelligence, prevention or investigation power, but it provides operational and technical tools, materials and services required for secret information gathering through its complex set of tools and specifically trained personnel for the authorized organizations ordering such a service. Therefore, the personnel of SSNS face directly the professional ethical challenges concerning the application of the means and methods of secret information gathering.

For this reason, I wish to deal with the following questions, which are also significant from a practical perspective, by specifying the general issue in relation to the Special Service for National Security:

- How clearly do the personnel of SSNS perceive the ultimate goal of the operation of the organization?
- What methods can contribute to the harmonization of organizational and individual goals and help to raise awareness of moral convictions?
- What factors affect the moral judgment and conduct of the personnel of SSNS relating to the task context and the national security career?
- What training and organizational development programs may contribute to the alignment of their moral judgment and actions with the expectations?

Hypotheses

Hypothesis no. 1:

- a) In democratic societies the general ultimate purpose of national security services is to contribute to the creation of a social environment in which democracy may unfold and function as a result of the appropriate operation of the principles of categorical imperative.
- b) The philosophical questions of the deontological approach applied by the ethics of national security may be linked to game theory and practice through the phenomena unveiled by psychology, thus, the operation as per the categorical imperative can be associated with the Tit for Tat strategy and positive assertiveness as well as the operation of the more advanced levels of the nervous system.

Hypothesis no. 2:

- a) An important condition for national security services to operate ethically is the organizational culture based on partnership and identifying with common values, which contributes to the strengthening of individual and organizational integrity.
- b) The spread of norm violation acting against integrity within the community is also determined by the dynamics of game theory, thus, the reinforcement of group cohesion affects the preservation of integrity favourably.

Hypothesis no. 3: In the course of performing work related tasks concerning national security, serious ethical dilemmas might occur, with the handling of which the personnel requires adequate professional assistance.

Hypothesis no. 4: The methods of adult education must affect each and every level of the nervous system concerned during the appearance of the competence to be developed so that they will produce a result proving effectual in practice as well. Therefore, courses of ethical nature must involve the entire personality in the learning process in a complex manner.

Research objectives

In my research I wish to examine the ethical dimensions of the activities of the SSNS at social level. In connection with this I intend to explore the ethics-related development opportunities of the internal operating procedures of the organization.

By setting out genuine, realistic and acceptable ethical principles for the application of the means and methods of secret information gathering, my goal is to make analysable the cases presented to the public requiring ethical evaluation against an objective set of criteria. Furthermore, I wish to outline a value system in relation to the SSNS, which will assist the morally defensible operation of the service in the long run.

In line with the general principles of ethics in the public service set for other organizations, but going beyond them in compliance with the special needs, I intend to facilitate the development of an integrity management system at SSNS which provides frameworks for the development of organizational culture giving priority to ethical norms in the longer term as well.

On the basis of all this, I wish to examine the development potentials of ethical behaviour by applying psychological tools, with special regard to the development of training methods which may produce results proving effectual in practice, contribute to the maintenance of employee commitment as well as the mature handling of ethical dilemmas and decision-making situations arising in the course of performing their job duties.

Research methods

The examination of hypothesis no. 1/a, 2/a, 2/b and 4 is based on the deductive approach, mainly on the analysis of specialized literature, and the integrated interpretation of the relevant results of various sciences and approaches (primarily psychology, philosophy, sociology, neurophysiology, game theory, etc.) based on intuitive heuristics, whereas in case of hypothesis no. 1/b I also used inductive methods in the form processing training experience. I analysed hypothesis no. 3 with the inductive approach, by using a questionnaire. The development of situation exercises supporting the training is based on the processing of documents relating to job analysis.

Summary of the examinations carried out by chapters

Following the Introduction, I set out the framework of the ethics of national security and placed it within the general public service ethics in Chapter 2. I determined the social purpose of national security services – as organizations operating from central budget in the service of the community, in order to maintain the democratic state – along which their operation may be considered ethical.

In connection with this I examined the direction of social evolution on the basis of the relevant works of philosophers, and found that the desirable evolution was the shift towards the non-violent system of co-operation based on the maturity of the individual, the ability to take responsibility, dignity and autonomy, in other words towards the accomplishment of democracy. I characterized the optimal medium of social evolution with the prevalence of co-operation giving priority to public interest, and by respecting and balancing the rights and obligations of the citizens. The free evolution of individual autonomy in the course of self-actualization – on the basis of the relevant literature – is of key importance so that the competing strategies serving individual interest will not take precedence. If certain social

actors fail to do their duties while limiting the security and rights of other citizens and the nation arbitrarily driven by their own or alien interest, it results in the disproportionate concentration of power in their own hands on the one hand, and on the other hand it demoralizes others and encourages them to break the co-operation. The resulting social medium induces more and more people to give up the co-operation, until finally the society collapses because of the disintegration of social values and law and order, which is unfavourable for everyone. In order to prevent this, the state – on the basis of a democratic authorization provided by the social contract – is entitled and obliged to take action against the non-cooperating citizens under the statutory scheme of state monopoly on violence. In return for the safety that can be gained in this way, the citizens give up a part of their autonomy and freedom, and acknowledge the fact that the law enforcement agencies and the national security services use, among others, the means and methods of secret information gathering and data acquisition, should it prove necessary.

The conventional, consequential approach of the ethics of national security focuses on a fair intelligence service on the analogy of just war. According to this approach, the state may only ethically limit fundamental human rights with secret information gathering if it observes a condition that poses a threat to the interests of the state or the safety of its citizens, so it is the consequence of the activity and the prevented specific danger that create the ethical basis. The greater the risk that has to be prevented, the wider the limitation of rights can be. This approach offers practical perspectives for the application of the tools, yet it fails to provide a clear direction. Also, it leaves a number of questions open, which could cause uncertainty, and it allows certain encroachment for those who hold power, that is, for the leader of the national security services. I created the deontological approach of the ethics of national security – in harmony with research hypothesis no. 1/a – in order to eliminate these problems. Accordingly, the limitation of rights caused by secret information gathering and limiting civic autonomy are balanced in a moral sense by the fact that they can create such a milieu which encourages patterns of behaviour satisfying the principles of categorical imperative, and thus the harmonious operation and development of the society, to become general.

In order to move the theoretical concept of categorical imperative – being difficult to understand and apply in everyday situations – closer to practice, I placed Immanuel Kant's abstract theory created at conceptual level and deducted from the laws of pure reason within the framework of game theory involving multiple actors. I found that the Tit For Tat strategy, and, from a psychological perspective, the so-called assertive communication are also

comparable to the principles of categorical imperative in game theory situations involving multiple actors, therefore it is suitable for modelling these processes at the level of society in training situations. I concluded that the activity of national security services may only be considered ethical in a democracy if it complies with these principles, serves the unfolding of this purpose and it is unverifiable if it serves different partial interests. The significance of this approach lies in that it provides direction by opening a new value dimension, and it helps to recognize the intended purpose of national security services within the society. Knowing this, and the ethical framework deducted therefrom may provide certainty for the colleagues engaged in national security so that they can handle their doubts of moral nature, and can perform their duties viewed negatively by the private citizens proudly every day.

The ethical principles of national security expressed above may be realized in actual life through complex mental processes in relation to the personnel. To this end, in connection with hypothesis no. 1/b, I will review the psychological phenomena that affect our moral decisions and lead to virtuous acts in Chapter 3.

I managed to correlate the general theories of psychology to the moral issues in various respects. I found that moral judgment – by virtue of its cognitive, emotional and behavioural components – may be interpreted within the scope of the concept of attitude, thus the techniques of moral self-absolution/self-justification are essentially based on the principles of cognitive dissonance reduction, perceiving the components of attitude far removed from reality. The making of the moral judgment unfolds along the processes of cognitive psychology aiming at the processing of information, therefore it is important to be familiar with its limits in order to avoid making misconclusions. I also concluded that the ability to make and execute moral judgment may also be interpreted as a competence, thus it can be assessed with an aptitude test prior to employment and can be developed appropriately with training. It was also ascertained that morality shapes identity and it is a motivational driving force. That is why it is important to deal with these issues in order to deploy the inherent human resources more fully.

Having referred the general psychological theories to the topic of morality, I explored and summarized in a structured manner the most important trends to be found in specialized literature on moral psychology written in English. On the basis of research experiences it can be said that moral judgments by themselves do not really anticipate moral behaviour since the various characteristics of situations and the nervous system affect the behaviour-shaping power of our rational decisions. Knowing about and raising awareness of such characteristics

may improve the chances of success of the rational aspects in life situations. Having reviewed the relevant researches in neurophysiology, I found that morally mature behaviour occurs if the neocortex – using the signals of more primal brain structures – is capable of asserting itself when shaping the behavioural answers because this is what leads to rational reactions rising above egoism and ethnocentrism, bringing public interest to the forefront, and satisfying the principles of categorical imperative.

The reviewed researches did not reveal such structures and processes that are specifically responsible for morality in the nervous system. Morality as a functional concept is an important tool of regulating social relations between people, and as such, it includes the same mental operating modes as those of our spiritual phenomena falling within the scope of any kind of domain. In order to understand how the moral works, we must also understand the full spectrum of the operation of the nervous system – along with mental operation as a projection thereof – in which the science of psychology plays a significant role.

At the end of Chapter 3, going beyond the psychological processes of the individual, I further analysed the topic in social context. I examined how the hierarchic connections characteristic of the organizational culture of law enforcement affect the identification processes greatly determining the morality of the personnel, and what kind of potentials the application of the partnership approach has in the course of giving commands. When reviewing the characteristics and psychological consequences of authoritative management it was found that if only *authoritarianism* is asserted within the organization, typically it can only elicit formal obedience from the subordinates. The reviewed theories point out that the directions of the individual's mental development are fundamentally in line with the directions of social evolution summarized in Chapter 2. Ideally, the healthy evolution of mental processes proceeds towards a democratic character structure, emotional maturity, differentiated, rational thinking, undistorted, impartial processing of information and the mapping of situations, autonomous morals, assuming responsibility in a mature manner and partnerships based on empathy. Therefore it is important that the *authority* of the commander based on personal ties, unfolding in the force field of love and respect, should become the real basis of identification in order to incorporate and interiorize organizational values, and to create the sense of vocation and autonomous moral needs of the people entering the profession. An organizational culture based on partnership, the exchange of views, empowerment and participation contributes to the fact that the personnel – in the absence of perceptible external force, through self-attribution processes – experiences the need for being committed towards

the organizational values as a driving force coming from within. This mental state based on identifying with the commanders and the organizational values contributes to the law-abiding behaviour of the personnel, as well as to the enforcement of the moral principles of the national security job consistently. Thus, in accordance with hypothesis no. 2/a it can be said that the personality of the personnel as well as the organizational culture need to be developed with the help of value-based tools, which can be ensured through the psychological processes starting up and unfolding as a result of the consistent application of the partnership approach.

In Chapter 4, I will place the reviewed theories into a concrete, practical context, and will examine how the values also determining the operation of the national security sector evolved in the society and public service.

In connection with the analysis of the current social situation it was established that Hungarian people were unprepared for the socio-economic transformations taking place following the change of regime from a psychological perspective. In the absence of personal characteristics and attitude required by democracy and free-market capitalism, the transition is/was hindered by adaptation problems and significant value dilemmas at social level, and serious economic and social problems occurred. These also had an effect on the ethics in the public service, since our public administration development programs do not have a uniform and elaborate underlying value system, only superficial value orientations and action programs, which luckily move towards the development of integrity from anti-corruption. The ethical frameworks along which national security services operate are not elaborate either since, as a legacy of the past, the society views this sector negatively, which may affect the mental state of the executive personnel as well. In order to verify this, I used questionnaires to examine the attitude to the national security career. It can be said that the value problems experienced at social level are also reproduced partly in the executive personnel of the SSNS in the form of a certain kind of uncertainty. The answers of our colleagues show that in many cases they do not see the ultimate goal of the operation of national security services clearly and in a differentiated manner, and do not receive adequate help with regard to this from their superiors either. In addition, when learning the ropes, they are faced with situations which raise ethical concerns in connection with their scope of activity due to the patterns of interpreting situations as civilians. They do not get appropriate feedback about the enforcement of legal guarantees at system level, so they are forced to perform their duties viewed by everyday people as “sensitive” on the basis of their belief. The personnel – in line

with hypothesis no. 3 – do not possess the appropriate tools to handle and resolve the internal conflicts maturely, which supports the need for organizing integrity development training.

In connection with hypothesis no. 2/a, which was confirmed from a psychological perspective, I reviewed the differences between the paradigms of anti-corruption and integrity development in Chapter 4 and found that the development of autonomous morality based on an internal need has also become an important objective of the ethics of the Hungarian public service following international trends in the past years. Integrity development requires a systemic approach and the development of organizational culture, since the attitude of the social medium has a considerable effect on the attitude of the individuals as well. Hypothesis 2/b assumes that the spread of norm violation acting against integrity (forms of behaviour giving priority to competing strategy serving individual interest) within the community is not only determined by the norms of the group relating thereto but also by the dynamics of game theory. In specialized literature the phenomena of corruption have been removed from the level of interpreting individual deviation and moral deficits, and the focus of researches has shifted to the level of the group in the past years. If, however, corruption cases spread only as a group norm through conformity and community pressure within a given community, the enhancement of group cohesion would lead to the full adoption of this norm. However, even at theoretical level it is nonsense to assume that this could be possible since game theory situations involving multiple actors would move forward in the direction of total collapse with the spread of competing strategies, therefore the spread of competing strategies generates back control processes within the community. On the one hand, competing actors realize that their behaviour affects the others negatively, and a medium emerges in which one cannot win. On the other hand, the rest of the group also notices the actors competing selfishly and apply community sanctions against them. Consequently, the reduction in group cohesion promotes the unpunished spread of the competing strategy since the non-cooperating members can remain hidden in front of the other members of the community. Also, moral self-absolution can have a stronger effect in an impersonal situation. It follows from the foregoing that enhancing group cohesion would not increase the spread of unfavourable (for example corruptive) behaviours within the group, on the contrary, it would decrease it.

In Chapter 5, relying on the theoretical results I identified three areas through the development of which significant practical results could be achieved in the moral development of the personnel and the organization.

To begin with, I described the adaptation of newcomers, the characteristics of our training system supporting the commitment of the personnel to the career, the methodology thereof, and in connection therewith the theoretical background of the forms of training involving the whole personality. In relation to hypothesis no. 4, I assume that it is not enough to only store knowledge and lessons learnt related to morality and integrity at theoretical level, in the memory storage of the cerebral cortex, but each and every level of the nervous system that will participate in the related real life situations must be involved in the complex learning process. I pointed out that the most developed area of our brain, that is the neo-mammalian brain embracing the cerebral cortex – with the mediation of the more primal brain structures – also develops complex, secondary emotions that contain cognitive components and can be articulated and makes rational decisions by taking into consideration primary emotions and the signals of impulses, so-called somatic markers, arriving from the whole body during the training. Although the cognitive patterns serving as building stones for information processing may also be taken over from others in the form of verbal codes during theoretical training, no personal background or authentic internal representations based on one's own experience having imprints in multiple sensory modalities are connected to them. During situation exercises the whole body and personality are involved in the learning process, so the experienced impressions lay the foundation for the internal representations which are richly supported by somatic markers and – due to the accepting, honest atmosphere – are symbolized precisely, which, in real life situations, have a considerable effect on the actual behaviour, therefore it is worth allocating resources for the on-the-job training.

Thereafter I examined the frameworks and methods that could be used to create an up-to-date integrity management system at SSNS. In the past decades OECD has developed a complex recommendation on integrity management systems which assists young democracies to establish a similar system for themselves. I explored how they could be adapted to the existing operating procedure of the SSNS, what the elements that could be relied upon are and what new elements need to be added. It can be ascertained that in line with the nature of law enforcement the rule-based approach is currently more accentuated at SSNS than the value-based approach. Since, according to the recommendation of OECD, the balance of these two approaches must be ensured, in my dissertation I placed more emphasis on describing the psychological background of the value-based approach, the results that could be achieved with the training methods, as well as the role of knowledge that can be explored with group coaching, with special regard to the potentials of writing a code of ethics for the SSNS. A

condition to create a widely accepted integrity management system is having the full support of top management, the co-ordinated mobilization of the adequate organizational resources, the involvement of the members of the organization in the process of creation on a larger scale, the continuous renewal and revision of the system, as well as the consistent enforcement of the information contained therein. Although currently SSNS is not required directly by law to establish a full system, it is worth preparing for it proactively.

At the end of the chapter I presented the already offered training through which the competences related to the making and execution of moral decisions can be developed successfully even in an androgological context. This training is built on a special form of practical instructions, that is, on-the-job training. Within this I suggest applying a methodology which is based on experiencing explicitly life-like situations, and processing such experiences interactively subsequently, because this is how we can ensure personal involvement in the learning process affecting all the levels of the nervous system.

New scientific achievements

1. I was the first to develop and prove the duty-based (deontological) approach of the ethics of national security. I verified that in democratic societies the ultimate purpose of national security services in general is – by filtering out participants rejecting collaboration, limiting the rights of others arbitrarily, and acting in their own self-interest instead of public interest – to contribute to the creation of a social environment in which democracy may evolve and operate smoothly through the adequate implementation of the principles of categorical imperative.
2. I proved with scientific methods that the spread of norm violation acting against integrity within the personnel is also determined by community dynamics occurring in game theory situations involving multiple actors in addition to group norms, thus the strengthening of personal relations, partnership and group cohesion is an important condition for the reinforcement of organizational integrity.
3. Using the inductive method I revealed that the personnel of SSNS have to cope with serious ethical concerns in the course of performing special work-related tasks. With this I verified the need for formulating a special code of ethics and strengthening practical ethical preparation within the scope of the training.
4. I was the first to develop and prepare the introduction of the integrity management system of SSNS from a theoretical and methodological point of view. Within the

scope of this I developed and introduced training programmes which reinforce integrity and security awareness and which are based on situation exercises to the training system of SSNS. These training programmes, in addition to knowledge transfer, also have a sensitization and attitude-shaping effect and strengthen specific behavioural solutions by involving the whole personality.

Recommendations

The deontological approach of the ethics of national security outlined in this dissertation lays new foundations for the moral judgment of the activity of national security services by formulating clear-cut goals and directions that can be supported rationally, by placing this subject in a universal social philosophical context. Certain principles of the conventional utilitarian approach may continue to provide assistance and enrich the ethics of national security with details that can be useful in practice, though the activity of secret information gathering may only be protected in every respect if operated along the principles of the new interpretation framework.

The personnel must be provided assistance to understand the moral principles by incorporating the results into the curriculum and the organizational socialization process, since the clarification thereof may have a positive effect on the commitment towards the profession and motivations. It may also build resistance to burnout, reduce the chance of developing moral dilemmas and ethical concerns, and shift them in the direction of mature processing instead of moral self-absolution and refusals posing mental health risk. The training must definitely go beyond the level of theoretical education so that the positive effects will also appear at the level of behaviour, and the whole personality must be involved in the learning process relying on one's own experience by applying practical forms of education so as to shape attitude, as well as to sensitize and establish effective forms of behaviour. The forms of education based on honest exploration and processing of experience as well as organizational dialogue may have a positive effect on the organizational culture, too, thus we might consider them as an organizational development tool.

It is worth developing – by consciously exerting managerial influence – the organizational culture in a manner that points towards the strengthening of partnership management patterns based on participation and assuming responsibility independently. As opposed to the conventional hierarchic operating procedure and authoritarian management patterns, this commanding attitude helps the subaltern to identify with the organizational goals, which, in

return, improves the basic need for following the norms, as well as increases self-esteem and commitment. In line with the principles of the deontological approach of the ethics of national security the activity pursued in the spirit of categorical imperative must be kept in mind in the course of activities which fall within the scope of national security.

Consciousness, self-reflection (for example to prevent self-absolution), psychological literacy, the development of personality with training methodology may provide assistance to establish an operating culture and behaviours satisfying the above moral principles. Mature moral decisions by themselves do not result in ethical behaviour, however, becoming familiar with and understanding the underlying mental processes and the conscious shaping of the circumstances may reduce the gap between thoughts and acts, and result in a rationally grounded behaviour satisfying the categorical imperative. In order to ensure that the moral options of the personnel are also respected at the level of behaviour, the knowledge required for recognizing critical situations and analysing them from a moral point of view must be provided. Also, the need for high moral standard, commitment towards organizational goals, the reputation of values and integrity must be the elements of organizational culture and must become an essential norm.

Theoretical and practical applicability

In my dissertation I provided a basis for the ethical operation of national security services by collecting the relevant theories and exploring the practical potentials, which provide an ethical framework for this special activity. The interpretation of the ethics of national security from a deontological perspective sets the directions of the national security activity to be followed, thus it may provide new aspects to evaluate the activity of state security before the change of regime or to morally judge the Snowden scandal or the eavesdropping scandal of the USA concerning its allies. All this may promote the shift of conscious moral responsibility of organizations using the means and methods of secret information gathering enabled by the law towards the society.

It could be worth examining hypothesis no. 2/b of this dissertation, which has been confirmed from a theoretical point of view, with additional inductive researches, according to which the spread of (competing) behavioural patterns acting against integrity within the community unfolds along the dynamics of game theory.

It could have a practical benefit that on the basis of the research results the development of new methodologies may become possible – in addition to the currently applied procedures – with regard to mapping the moral level of the candidates in the course of selection:

- Since moral decisions could be interpreted as an attitude, the classic set of tools of measuring attitude can be applied in the course of these examinations, in other words, attitude scales of moral subject and examination procedures based on ranking can be developed.
- As the ability to make moral judgments and apply them at behavioural level can be interpreted as a competence, the application of Assessment Centre (AC) examinations enables the assessment of the moral standard of the candidates in life-like situations.

Developing training programmes that facilitate career socialization and the effective preparation of the candidates at entry level selected during the aptitude tests for their role played within national security, as well as exploring the theoretical background of on-the-job training having an effect on the whole personality, may contribute to the further development of the training system of SSNS or other national security services or even the training programme of the Bachelor's degree in national security offered by the National University of Public Service. Our training methodology may contribute directly and indirectly to the development of the moral standard among our personnel. The creation of training programmes relying on situation exercises enhancing integrity and security awareness helps this work directly, whereas the comprehensive development of psychological literacy and communication culture as well as the development of modern managerial attitude during management training may contribute to the subject indirectly even in the entire public sector.

A result of the research that can be utilized during management training is the fact that I described the underlying psychological processes of the partnership approach to leadership, and the benefits of mixing person-oriented and task-oriented leadership patterns with regard to the identification processes of the colleagues. By doing so, the contribution of the application of partner communication and leadership patterns based on participation to the development of the colleagues and the organizational culture in law enforcement has become acceptable and measurable.

As a result of my research, an up-to-date integrity management system and a code of ethics based thereon may be prepared in relation to SSNS. On the basis of the research results, practice and communication-oriented sensitizing courses related to ethics and integrity have

been launched, which call the attention of the colleagues to these important issues; they bring to the surface ethical concerns in connection with work; create an opportunity to discuss these issues openly, thus, instead of applying the mechanisms of rejection the healthy processing of experiences can begin; they raise ethical behaviour to the level of community norm; collect shared values, as well as the opinions and standpoints required for the creation of the code of ethics.

Laying the theoretical and methodological foundations for the creation of integrity management system, within this the writing of the code of ethics, is such a result through which the practical execution of the tasks may begin.

Publications in the topic of the dissertation

1. HORVÁTH Ferenc: *The Extension of the Game Theory to the Concept of Integrity*. In: National Security Review. Volume 5. Issue 2. Budapest. 2017. ISSN 2064-3756. Pages 33-45.
2. HORVÁTH Ferenc: *A titkosszolgálati etika elméleti és gyakorlati kérdései a Nemzetbiztonsági Szakszolgálatnál*. In: A hadtudomány és a XXI. század tanulmánykötet. DOSZ Hadtudományi Osztály. Budapest. 2016. ISSN 2498-5228. Pages 107-125.
3. HORVÁTH Ferenc: *Egy korszerű integritásmenedzsment-rendszer kiépítésének lehetőségei az NBSZ-nél*. In: Nemzetbiztonsági Szemle. Volume 4. Issue 2. Budapest. 2016. ISSN 2064-3756. Pages 33-64.
4. HORVÁTH Ferenc: *Human Factor in Information Operations: The Weakest Link?* In: Military Science Review. Volume 9. Issue 1. Budapest. 2016. ISSN 2060-0437. Pages 91-101.
5. HORVÁTH Ferenc: *A tekintélyelvűség hatásmechanizmusai és a partneri kommunikáció lehetőségei a parancsnoki munkában*. In: Hadtudományi Szemle. Volume 8. Issue 4. Budapest. 2015. ISSN 2060-0437. Pages 215-246.
6. HORVÁTH Ferenc: *Blog az etikáról. Recenzió Himmer Péter etikai jellegű töredékeiről*. In: Társadalom és Honvédelem. Budapest. Issue 2015/1. ISSN 1417-7293. Pages 111-121.
7. HORVÁTH Ferenc: *A pályaszocializáció pszichológiai kérdései a Nemzetbiztonsági Szakszolgálatnál*. In: Nemzetbiztonsági Szemle. Volume 3. Issue 1. Budapest. 2015. ISSN 2064-3756. Pages 82-114.
8. MALÉT-SZABÓ Erika, HORVÁTH Ferenc: *Az új vezető-kiválasztási eljárás és a biztonság kapcsolata*. In: HEGEDŰS Judit (ed.): Tanulmánykötet a belügyi vezető-kiválasztási eljárásról. Budapest. 2014. ISBN 978-963-9208-39-1. Pages 13-20.
9. HORVÁTH Ferenc, MALÉT-SZABÓ Erika: *A vezető-kiválasztás biztonsági kockázatai*. In: GAÁL Gyula, HAUTZINGER Zoltán (ed.): Pécsi határőr tudományos közlemények. XV. Pécs. 2014. ISSN 1589-1674. Pages 325-333.

10. HORVÁTH Ferenc: *A partneri kommunikáció helye a katonai etikában.* In: Hadtudományi Szemle. Budapest. 2014. Volume 7. Issue 2. ISSN 2060-0437. Pages 123-133.
11. HORVÁTH Ferenc: *A titkosszolgálati etika sarokpontjai a pszichológia szemszögéből.* In: Nemzetbiztonsági Szemle. Volume 2. Issue 1. Budapest. 2014. ISSN 2064-3756. Pages 133-158.
12. HORVÁTH Ferenc: *A titkosszolgálati etika pszichológiai vonatkozásai.* In: Társadalom és Honvédelem. Issue 2013/3-4. Budapest. ISSN 1417-7293. Pages 418-428.

Curriculum Vitae

Highest level of education: Psychologist and Psychology Teacher in Secondary Education

- Institute: Eötvös Loránd University, Faculty of Arts
- Certificate number: PT C 008135 867/99
- Date of issue of the certificate: 15 July 1999

Languages:

- Intermediate (B2) complex language exam in English, Foreign Language Centre, 03338/1992
- Basic complex language exam in Italian, State Language Examination Board, 019007, 1999
- Advanced (C1) written language exam in English, Language Examination Centre of Budapest University of Technology and Economics, 1784658, LB060-02912, 2016
- Advanced (C1) oral language exam in English, Language Examination Centre of Budapest University of Technology and Economics, 1858172, LL060-01061, 2017

Workplace: Special Service for National Security

- 2002-2008: Psychological aptitude tests
- 2008-2015: Trainer
- 2015- : Head of the Training Department

Scientific activity:

Tutorial tasks related to theses:

- **As an external supervisor**

- BALLA Zoltán. *The ability to motivate the personnel of the Special Service of National Security*. Thesis. 2016. Budapest. National University of Public Service. Institute for National Security. Department of Civil National Security. Consultant: KISS Zoltán László, PhD
-
- **As an opponent**
 - MORCZ Ivett Krisztina. *Civilian National Security Studies –past and present in Hungary*. 2017. Budapest. National University of Public Service. Institute for National Security. Department of Civil National Security. Consultant: Habil. BODA József, PhD. External supervisor: ZALAI Noémi, PhD

Presentations at conferences:

- Conference on “In the Service of the Nation”. 2013. Budapest. NUPS: holding a presentation on “*Psychological dimensions of the ethics of the secret service*”
- National Scientific Conference on “Security Risks – the responses of law enforcement”. 2014. Pécs: holding a presentation on “*Security risks involved in the selection of leaders*”.
- Conference on “Military Science and the 21st century”. 2016. Budapest. NUPS: holding a presentation on “*Theoretical and practical issues concerning the ethics of the secret service at the Special Service of National Security*”.

Prizes awarded to acknowledge scientific activity:

- HORVÁTH Ferenc, PRÁCSER Béla: *Lessons learnt from the job analysis of the SSNS*. Budapest. SSNS. Qualified. Entry receiving a **special prize** at the competition organized by the Scientific Committee of the SSNS. 42 pages + annexes. 2011
- HORVÁTH Ferenc: *The potentials of developing an up-to-date integrity management system at SSNS*. Budapest. **First place** at the competition organized by the Scientific Committee of the SSNS. 38 pages. 2015

Other scientific activity:

- **Participation in the performance of uniform job analyses** in the public service with regard to SSNS (under the professional management of the Public Administration Office) within the scope of the Job-Based System operating as part of the ÁROP 2.2.17. “New Public Service Career Model” project in 2013.

- Within the scope of the ÁROP-2.2.17-2012-2013-0001 “New Public Service Career Model” project run between 15 March 2014 and 31 October 2014 on behalf of the Ministry of the Interior: **Member of the senior expert task force, head of the Civilian National Security Task Force** (Scientific research project concerning the law enforcement sector comprehensively: developing and publishing the methodology for the selection of new leaders, training held in connection with the new system, proof-reading and editing project publications).
- National Office of Vocational Education and Training and Adult Learning. Program to support vocational education and adult learning researches, NFA KA 3/2013 **research grant**: “Developing integrity in the public service – potentials to develop competences based on situation exercises”.
- **Participation in the work of the case discussion group** of the National Protective Service. The workgroup contributes to the raising of awareness of the potentials in prevention regarding the timely recognition of the risks related to corruption by means of preparing evaluating and analysing case studies pursuant to Section 13/A (e) of Government Decree no. 293/2010 (XII.22.).
- **Holding a two-day Integrity training for professionals designated to perform training tasks** within the scope of the KÖFOP – 2.2.3. – VEKOP – 16 “Capacity building and attitude shaping in order to reveal and prevent corruption cases on a larger scale” priority project of the National Protective Service. 11 – 12 October 2016. 8:00-16:00, NPS, István utca 23-25. Floor II. Room 201.
- **Professional management of the training tasks** of the priority project KÖFOP – 2.2.2. – VEKOP – 16 – 2016 – 00001 “Increasing the IT security of developments implemented within the scope of KÖFOP, thereby reducing the potentials and risks of corruption related to the systems” run by the Special Service for National Security.
- **Preparing a chapter** called “The basic problems and main trends of moral psychology” **in the textbook** called “The role of psychology in the prevention of corruption (Excerpts from the psychology of corruption)” within the scope of priority project KÖFOP – 2.2.3. – VEKOP – 16 – 00001 “Capacity building and attitude shaping in order to reveal and prevent corruption cases on a larger scale”.