



## The QPS Corruption Prevention Framework – a strategic approach

The QPS has adopted a strategic approach to corruption prevention, enabling all levels of the service to identify corruption risks within the workplace and develop appropriate strategies and treatments utilising established risk management principles.

The four pillars of the QPS Corruption Prevention Plan are:

- 1. The QPS corporate governance framework for corruption prevention**
- 2. A strategic framework to ensure the QPS remains a corruption resistant organisation**
  - strengthening the ethical culture
  - targeting of corruption risks
  - the QPS framework for corruption prevention plans at district/station/work unit level
- 3. Individual commitment: “Integrity is everyone’s business”**
  - QPS Statement of Ethics
  - ethical Decision Making Tool ‘SELF Test’
- 4. Education and Ethical Awareness**



## 1. The QPS corporate governance framework for corruption prevention

The QPS corporate governance framework is outlined in detail in the QPS Statement of Affairs and our strategic direction is outlined in the QPS Strategic Plan 2009-2013. Some key components, as it relates to this plan are included in Appendix 1.

This plan acknowledges the comprehensive nature of the governance framework; however the QPS is committed to excellence in policing and the principles of continuous improvement. As such, the QPS recognises that complacency can open the door to corrupt activity. Therefore a strategic framework is required to assist in maintaining a corruption resistant organisation and to mitigate against ethical slippage.

## 2. A strategic framework to ensure that the QPS remains a corruption resistant organisation

The strategies employed to ensure the QPS remains corruptin resistant are:

- strengthening the ethical culture
- targeting of corruption risks
- the QPS framework for corruption prevention plans at district/station level.

### Strategy 1 Strengthening the ethical culture

Key priority areas:

- training and professional development
- professionalism and ethical practice
- public accountability
- effective and appropriate complaint management
- encouraging and supporting good people management practices
- monitoring, auditing, evaluating & reporting.

#### Actions:

- embrace modern human resource management practices
- provide appropriate and effective training and professional development opportunities
- utilise risk management
- promote professionalism by engendering ethical behaviour in all QPS employees
- demonstrate public accountability by providing appropriate, accurate and timely information to Government and the community.





- regularly review and support corporate governance strategies and structures
- support witnesses who identify corruption or unethical behaviour
- apply internal accountability, monitoring and auditing processes
- ensure a timely, measured and consistent response to corrupt and unethical behaviour
- maintain early warning systems
- provide supportive leadership, effective management and supervision
- maintain partnerships with key stakeholders, for example the Crime and Misconduct Commission (CMC), Australian Federal Police (AFP) and Australian Crime Commission (ACC)
- provide specialist support services, for example maintenance of alcohol & drug units, Senior Human Service Officers, and Chaplains.
- recognise good work and encourage good work practices
- continuous improvement strategies.  
(Refer to Appendix 1)

#### **Performance indicators:**

- percentage of time directed towards maintaining professionalism and ethical practices (Source: SWAS)
- hours directed to in-service training (Source: Advance database)
- public perception of police professionalism and image (Source: CSWP)
- rate of and changes in, substantiated complaints (Source: complaints database).

## Strategy 2 Targeting of corruption risks

Priority corruption risk areas:

- misuse of police powers/position  
inappropriate access/release of information/excessive use of force
- drug and alcohol abuse
- Human Source Management (HSM)
- property/exhibits
- financial management
- prosecutions
- integrity of the complaints management system
- recruitment of staff  
vetting/probity checks.

### Actions:

- apply a robust risk management process to corruption risks
- apply and maintain an efficient and effective complaint management processes  
monitor & report  
quality assurance  
client/stakeholder satisfaction
- maintain early intervention strategies
- maintain robust vetting and probity checks of recruits
- undertake research into corruption prevention strategies
- maintain and expand the QPS 'Alcohol and Drug' testing program
- maintain and regularly audit the Human Source Register (Human Source Management)
- maintain security over information management processes and data
- maintain internal accountability and auditing of financial management practices
- maintain district review and reporting of failed prosecutions
- maintain integrity of the complaint management system through quality assurance

### Performance indicators:

- rate of, and changes in, substantiated complaints (Source: complaints database)
- number of research papers completed
- number of requests for vetting processed per year
- number of members tested under the alcohol & drug program.





### Strategy 3

## The QPS framework for corruption prevention plans at district/station/work unit level

The QPS risk management process is based upon AS/NZS 4360:2004 (ISO 31000 is scheduled to replace AS/NZS subsequent to June 2009) and policy as contained in chapter 15 of the Operational Procedures Manual (OPMs).

The QPS has mandated that all business units will include *Corruption Prevention and Professional Standards* as a nominated risk in their risk management plans.

Appendix 2 provides a guide to the risk management framework for corruption prevention. Managers are required to apply the risk assessment process to each risk identified in the guide and only include those risks identified as a reportable risk for their respective workplaces. Likewise, risks applicable to a work unit which are not identified in the guide, should be included in the local risk management plan.

#### The framework:

- compliance with QPS risk management policy
  - misconduct is a mandated risk to report upon
  - consideration given to the QPS priority corruption risk areas (refer to strategy 2)
- setting and maintaining standards
  - induction/staff awareness
  - individual responsibility for ethical behaviour
  - supervisor/manager responsibility
  - performance management
- early intervention
  - managing and resolving minor complaints early to the satisfaction of all parties and to prevent an escalation
  - identifying complaint trends and take appropriate action
- reporting and investigations
  - ensure all staff are aware of their obligation to report misconduct and the process to report misconduct
  - ensure that all investigations are completed in an appropriate and timely manner
  - ensure compliance with risk management exception reporting timeframes
- continuous improvement
  - review and evaluate existing processes, risks and strategies.

#### Performance indicators

- number & type of exceptions reported for misconduct
  - actions taken / result.