

With Honour We Serve  
**The Queensland  
Police Service  
Integrity Framework**

Values

Leadership

Accountability



**INTEGRITY  
FRAMEWORK**

**K** Know

**E** Educate

**E** Ensure

**P** Protect



© State of Queensland (Queensland Police Service) 2014

The Queensland Government, acting through the Queensland Police Service, supports and encourages the dissemination and exchange of publicly funded information and endorses the use of the Australian Governments Open Access and Licensing Framework (AusGOAL).

All Queensland Police Service material in this document – except the QPS logo, any material protected by a trademark, and unless otherwise noted – is licensed under a <http://creativecommons.org/licenses/by/4.0/deed.en>.

The Queensland Police Service has undertaken reasonable enquiries to identify material owned by third parties and secure permission for its reproduction. Permission may need to be obtained from third parties to re-use their material.



**Written requests** relating to the copyright in this document should be addressed to:  
Intellectual Property Coordinator}Information Management, Ministerial and Executive Services  
Public Safety Business Agency  
GPO Box 9879, Brisbane 4001  
PH: 3364 3958 FX: 3364 3942  
EM: PSBA.Copyright@PSBA.qld.gov.au

*Public Safety Business Agency working in partnership with the Queensland Police Service.*

Licence URL: <http://creativecommons.org/licenses/by/4.0/legalcode>  
Please give attribution to: © State of Queensland ([Queensland Police Service](#)) 2015

---

## Commissioner's Message

---

I am pleased to introduce the Queensland Police Service Integrity Framework.

Our vision is that members of the community work with Queensland police to stop crime and make Queensland safer. We understand the Queensland community consent to us policing on their behalf and they as a whole, both directly and through democratic process, provide the means and the cooperation to allow us to succeed. We also understand the extent of that consent is conditional to our meeting our community's expectations.

Therefore our most valuable asset in policing Queensland is our reputation and the confidence and trust that inspires in the community. Only with high levels of trust and confidence can we expect our community to work with us in delivering quality policing services across the State. In support of our vision we undertake to deliver our services with fairness and integrity. As a contemporary police service we realise that maintaining our integrity is critical to the performance of the organisation.

The QPS applies a zero tolerance approach to corruption as there is no place in our organisation for serious misconduct and identified cases are and will continue to be subject to the criminal justice and disciplinary processes.

However, we aspire to an ongoing culture of the highest professional and ethical standards; therefore our effort to truly build and maintain our integrity requires more. It requires that we take a proactive approach. We remain committed to improving this capacity by taking a holistic view of risks and maintaining effective strategies for ensuring integrity. In meeting those aspirations it is necessary that we demonstrate our values, instil them through leadership and subject ourselves to processes of accountability.

An organisation as large as the QPS provides a diverse range of policing environments. This framework identifies a process that allows us to actively integrate these principles into all that we do, regardless of variations in duties and locations. As Commissioner it is my expectation that all members of the Service will:

- Know what is expected
- Educate and guide others
- Ensure we are doing the right thing
- Protect our standards

The Queensland Police Service has much to be proud of. We are an organisation with high levels of integrity. This has been hard earned and is to be protected. It is no coincidence that the framework's process has been named in order to form the acronym 'KEEP'. The implementation of this framework will ensure we keep the high levels of trust and confidence that the community of Queensland require and expect and that we as a police service, are proud to hold and maintain.



Ian Stewart APM  
Commissioner

## What is the Integrity Framework?

Integrity is often defined as *adherence to moral and ethical principles; soundness of moral character; honesty and the state of being whole, entire, or undiminished*. When translated into an organisational setting such as the QPS it means:

- a) Upholding our values
- b) Performing our duties in accordance with legislation and policy
- c) Meeting our public sector governance and compliance responsibilities
- d) Ensuring a corruption resistant culture that aspires to the highest ethical standards
- e) Carrying out our functions and exercising our powers in line with community and organisational expectations.

Integrity and ethics is central to everything we do as a policing organisation. We cannot separate integrity from our everyday operations and processes because it is critical to the legitimacy of policing. Maintaining personal and organisational integrity is a requirement in conducting all our functions, duties and responsibilities.

Utilising an integrity framework provides a systematic, comprehensive approach to bring together key elements required to maintain the integrity of the Service. A framework approach allows specific issues to be brought into focus more clearly by highlighting the principles that drive integrity management in the Service. The framework seeks to promote an actionable process of thinking about integrity and then integrating that thinking into all planning, implementing, monitoring and evaluating processes across the organisation.

It applies at strategic, tactical and operational levels. It ensures our plans and actions are consistent with our values and standards. This framework identifies the key instruments, processes and structures the QPS has in place to protect and maintain the integrity of the organisation, yet is neither exhaustive nor static. In fact, the framework encourages monitoring and assessment of the effectiveness of legislation, policy and processes in meeting our integrity objectives.

The integrity framework is based around three principles. These principles underpin our approach to integrity and provide three areas of knowledge that are central to how we think about integrity and ethics.

 **Values**

 **Leadership**

 **Accountability**

The framework then provides the key actions which ensure we maintain and build the integrity of the organisation. These processes apply to all levels of the organisation. They are:

 **Know what is expected**

 **Educate and guide others**

 **Ensure we do the right thing**

 **Protect our standards**

In undertaking these processes we **KEEP** the integrity of the Queensland Police Service intact and give meaning to our motto, "With honour we serve".

## Values

The QPS is a Queensland public sector agency. In carrying out our functions ethically and with integrity the Service aspires to the Ethics Principles and Values outlined in the Public Sector Ethics Act 1994. These are stated in the Code of Conduct for the Queensland Public Service and are:

1. Integrity and impartiality
2. Promoting the public good
3. Commitment to the system of government
4. Accountability and transparency

The QPS aspires to our own organisational values of:

**Courage:** by always doing the right thing

**Fairness:** in making objective, evidence-based, consistent decisions and by treating people with respect, and

**Pride:** in themselves, the QPS, the work they do and the community they serve.

Our stated values are part of the commitment we make to the community of Queensland as to how we will undertake our duties and meet their expectations. The QPS aspires to building and maintaining a culture of shared core values among all members which are demonstrated in providing policing services across the State. Values provide a basis for consistent decisions and actions and provide overarching guidance in resolving the ambiguous situations common to policing.

In this values-driven culture, it is imperative that members' personal values align with our organisational values creating a unified and motivated police service for the benefit of the Queensland community. Our values give direction to our vision to work with members of the community to stop crime and make Queensland safer and our objective to deliver our services with fairness and integrity.

Our commitment to being a values based organisation will enable and ensure:

- Quality service delivery through the demonstration of professional behaviour
- The development of positive workplaces and an ethical culture that contributes to performance
- An enhanced ability to make decisions in ambiguous situations
- A greater capacity to engage with and manage risk
- The protection of the QPS reputation in the community; and
- Community trust.

Detailed below are the Queensland Public Service Values which were introduced after a public sector-wide consultation process to drive performance and renewal in the Queensland Public Sector. Importantly, when implementing these performance values as strategies, we must act in accordance with the ethical values identified in the QPS integrity framework.

### Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy.

### Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries.

### Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback.

### Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency.

### Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you.

## Leadership

Leadership is integral to maintaining the integrity of the Service. Leadership in the QPS is not limited to those members of higher ranks and grades. Maintaining the integrity of the organisation requires leadership from every member of the Service and the acceptance of that personal responsibility. The QPS expects members at all levels to demonstrate appropriate leadership behaviours:

### Senior Leadership

- Strong senior leadership is central to maintaining the integrity of the organisation. The ethical tone of the organisation starts at the top
- Senior leaders must lead by example, act with the utmost integrity and professionalism
- Model and promote public sector and QPS values and standards and expect and encourage similar behaviours in others
- Senior leaders must create a culture in which employees are prepared to report misconduct and are supported when they do.

### Managers and Supervisors

- Set and communicate expected standards of ethical conduct and integrity and model the behaviours expected of staff
- Demonstrate commitment to the values and standards of the organisation
- Provide proactive and engaged management and supervision in order to promptly identify and address integrity issues in the workplace
- Develop and nurture a supportive workplace environment where ethical issues can be raised and addressed.

### All members of the Service

Personal leadership is expected of all members of the Service. All members have a responsibility to maintain integrity through their personal performance and behaviours. This leadership is demonstrated by:

- Consciously being an ethical role model for their peers
- Demonstrating courage by intervening in and reporting behaviours inconsistent with the values of the Service and the public interest
- Identifying and communicating integrity risks in the workplace to their managers
- Adopting a principled approach to carrying out duties and adhering to the values and integrity standards
- Acting professionally at all times and operating within the boundaries of legal, policy and organisational constraints.

## Accountability

The work of the Queensland Police Service is crucial to maintaining a safe, just and fair community. It also requires the public's cooperation to succeed. There is a clear public expectation for police to safeguard the rule of law, act fairly and impartially and provide a professional and ethical service.

Confidence in our organisation is directly tied to our ability to demonstrate we carry out our functions in accordance with the public interest. Accountability is therefore an essential component of policing to ensure we are answerable for our decisions and the actions we take.

Our responsibilities include:

- Operating within our legal and policy constraints
- Utilising public resources efficiently and effectively
- Engaging responsibly with risk
- Acting in accordance with our stated Values
- Meeting community expectations.

Accountability is:

- a) Being transparent, open and demonstrating moral courage
- b) Being able to identify and challenge unsatisfactory behaviour and performance
- c) Taking ownership of, and responsibility for, our actions
- d) Being able to honestly articulate reasons for our decisions and actions
- e) Accepting the need for external and internal scrutiny
- f) Learning from mistakes and near misses to seek continual improvement.

## Know

### Our intent:

We know, understand and commit to our values, expected standards of behaviour and performance.

### Why is it important?

- When we know what is expected of us, it provides clarity and consistency in how we carry out our duties and understanding how our role contributes to the community.
- Committing to our values and standards sets our professional identity and shapes our culture. We seek to create a culture that fosters the development of high professional standards and strongly reflects the values of the organisation.
- Public commitment to values and standards builds community trust and confidence in our organisation.

### What will we do?

- Act in accordance with the Qld Public Sector Ethics Principles outlined in the Public Sector Ethics Act 1994
- Give effect to the Queensland Police Service Values
- Act in accordance with the Code of Conduct for Queensland Public Service
- Observe the provisions of the Queensland Police Service Standard of Practice
- Understand and work within legislative and policy restraints including the Police Powers and Responsibilities Act 2000
- Understand how integrity expectations are also clearly supported through Human Resource, Administrative and Financial policies
- Be aware of the integrity risks relating to local work environments and implement risk control strategies.

### How?

The following instruments provide a basis for understanding the expectations and standards required of a member of the Queensland Police Service.

#### Key legislation

- Public Sector Ethics Act 1994
- Police Service Administration Act 1990
- Public Service Act 2008
- Crime and Corruption Act 2001
- Police Powers and Responsibilities Act 2000.

#### Key Policies

- Code of Conduct
- HR Policies – Standard of Practice
- HR Policies – Procedural Guidelines for Professional Practice
- Operational Procedures Manual
- Financial Management Practice Manual
- Client Service Charter.

## Educate and guide

### Our intent:

We take responsibility for and actively work towards creating a positive culture through education, guidance and demonstration of high professional standards.

### Why is it important?

Not all integrity breaches are deliberate. They can occur when there is:

- A failure to consider whether there was an ethical issue involved
- A failure to recognise an ethical issue; e.g. (conflict of interests) or
- A flawed rationalisation that there is no ethical issue involved.

These breaches are less likely to occur when our leaders, supervisors and peers are committed to demonstrating and communicating high ethical standards and expectations. Education, guidance, and role modelling are effective methods of communicating ethical standards and ensuring integrity is a key determinate of our culture.

### What will we do?

- Communicate standards and behaviours expected of members throughout the Service
- Fulfil our responsibilities as role models in demonstrating ethical behaviour
- Supervisors and managers take responsibility for creating a positive and ethical workplace
- Ensure integrity is a key component of performance management
- Ensure regular integrity and ethics training is focused on identified high risk areas and tailored towards a members function within the service
- Be open to discussing ethical issues and create a culture of safe reporting
- Recognise and support ethical behaviour and workplace diversity.

### How?

Taking advantage of both formal and informal communication opportunities enhances knowledge and reinforces expected standards of ethical and professional practice.

#### Key Elements

- Professional Standards Training Continuum
- SELF Test
- Performance Management Process
- Staff induction process
- Ethical Standards Command support
- Briefings, debriefings, staff meetings, and local opportunities for guidance
- Local integrity awareness strategies
- Ethical role modelling by supervisors and peers
- Workplace conversations.

## Ensure

### Our intent:

We ensure integrity is maintained through implementing robust processes identifying integrity risks, implementing appropriate control strategies and empowering all members to question the behaviour of others.

### Why is it important?

The level of confidence in the organisation is reinforced by our internal and external systems of accountability which evaluate and report on ethical standards and can prevent, detect and address integrity issues.

As a public sector agency we are accountable to the Queensland community in how we expend resources and undertake our key duties and functions. Governance and compliance are important features of public sector integrity.

### What will we do?

- Ensure integrity is an integrated element of strategic, operational and tactical planning
- Aim to meet our legislated governance and compliance obligations as a public sector agency
- Integrity risks are identified, assessed, controlled and monitored through appropriate risk management processes. Integrity is an embedded element within the risk management process at all levels
- Appropriately address complaints, monitor and address trends and systemic issues
- Provide appropriate support and protection to members who report misconduct and make Public Interest Disclosures
- Encourage and enable a reporting culture
- Ensure professional and ethical standards are a key component of all organisational and personal performance evaluation processes.

### How?

Governance, compliance and monitoring processes provide resilience to misconduct and integrity risks.

#### Key Processes

- Inspections
- Internal Audit
- Early intervention strategies
- Internal witness support
- Recruit, Officer and Staff vetting
- Drug and Alcohol testing
- District Performance Review reporting/strategies
- Complaint Management policy
- Crime and Corruption Commission Oversight
- Risk Management framework
- Financial Accountability and reporting
- Professional Practice Manager network.

## Protect

### Our intent:

We empower all members of the Service to promptly address inappropriate behaviour. We all take appropriate actions to protect the integrity of the Queensland Police Service in line with high organisational standards and community expectations.

### Why is it important?

Serious misconduct damages our reputation and impacts upon community trust. A system of dealing with this behaviour is needed for correcting or disciplining those members who fail to meet our standards.

Enforcing and protecting our standards provides stakeholders with assurance that misconduct is identified and addressed with appropriate sanctions or management action being consistently applied.

Taking proactive action to protect and preserve our standards provides opportunities to prevent or address issues before they become serious for the organisation or the member.

Maintaining our integrity and standards is a basis for pride in the QPS and our role in the community.

### What will we do?

- Take a zero tolerance approach to corrupt conduct
- Report suspected misconduct
- Maintain a highly professional, accountable and transparent internal investigations capability
- Take action to protect the integrity standards of the Service through a timely, fair and flexible discipline system
- Recognise and highlight ethical and diligent conduct through the Honours and Awards system
- Identify and implement effective early intervention strategies
- Implement appropriate proactive and remedial management strategies.

### How?

Enforcing and giving effect to the following legislation, policy and processes help protect and validate our standards.

#### Key Elements

- Police Service Administration Act 1990
- Police Service Discipline Regulations 1990
- Crime and Corruption Act 2001
- Appropriate and timely Management Action
- Professional Internal Investigations capability
- Fair and efficient Discipline system
- Honours and Awards recognition
- Rigorous Performance Review and Development.