NSW
Police Integrity
Commission

Equipping employees to recognise and manage their integrity hazards and associated corruption risks[1]

Prevention Prompts

NUMBER 3

JULY 2011

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One strategy for minimising corrupt conduct and other forms of serious misconduct is to equip employees to recognise, and then manage, the integrity hazards and associated corruption risks they may face. This is similar to the way Occupational Health and Safety (OHS) strategies minimise workplace accidents by ensuring that employees are informed of each of the specific safety risks they may face in their work and are provided with information and training about the specific steps that they should follow to guard against accident or injury.[2]

The term 'integrity hazard' is used here to refer to anything that has the potential to harm or compromise the integrity of an employee. Integrity hazards can result from the nature of the work, work practices or procedures and are associated with risks of corruption occurring (or 'corruption risks'). For example, police highway patrol officers may encounter drivers, particularly where the driver's employment is at risk, who might try to avoid traffic infringement notices. Encountering such drivers is an integrity hazard associated with the nature of highway patrol work, irrespective of the particular individual who carries out the work. A potential corruption risk associated with this hazard would be a motorist offering a bribe and an officer accepting it.

This is the third in a series of three resources based on applying OHS strategies to the task of minimising corruption. It provides prompts to help prepare employees to recognise the integrity hazards and associated corruption risks that they are likely to face as part of their work and to know how to respond appropriately when they find themselves in a position where their integrity could be compromised.

This set of prompts should be used in conjunction with *Prevention Prompts No. 1*, which provides prompts to help identify and understand workplace integrity hazards and associated corruption risks and *Prevention Prompts No. 2*, which provides prompts to help select and clearly describe the most appropriate treatment strategies to minimise corruption risks.

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[1] The information in this *Prevention Prompts* is based on work undertaken in the PIC's Project Manta. The results of Project Manta have been published in two reports: *Project Manta Report 1 Identification and Communication of Command Misconduct Risks* and *Project Manta Report 2 Managing Command Misconduct Risks*. These reports can be found on the PIC's website: http://www.pic.nsw.gov.au/ResearchAndPreventionReports.aspx

[2] For more information on this approach to preventing corruption refer to the PIC's Research and Issues Paper entitled: *Preventing Corruption: Lessons from Occupational Health and Safety*, which can be found on the PIC's website: http://www.pic.nsw.gov.au/ResearchAndIssuesPapers.aspx

1. Use induction training to prepare employees for the integrity hazards and risks specific to their work

Check that each of the following are covered at induction:

The induction of new employees and transferred workers can be used to communicate key messages about how to recognise and manage the integrity hazards and risks they may face in their jobs.

1. How corruption prevention and other serious misconduct is managed in the workplace
2. How and to whom to report a possible integrity hazard or other integrity issues
3. How and to whom to report suspected corrupt conduct or other serious misconduct
4. What procedures there are to protect them and to reduce the possibility of their integrity being compromised when carrying out their duties
5. What information is available to help them to recognise the integrity hazards they may face in their work and how to respond appropriately to these integrity hazards and associated risks (that is, the corruption prevention equivalents of operator manuals, safety data sheets, etc.)
6. Anything else that is important for protecting their integrity.

2. Tailor information and training to specific types of work and work environments

To prepare employees to avoid compromising their integrity, information needs to be communicated to employees about:

- the nature of the integrity hazards associated with their work
- how to recognise these hazards and their associated risks
- how to respond appropriately.

OHS strategies use a variety of methods to communicate to employees the safety hazards and risks they may face and how best to manage them. In addition to procedure manuals, these methods include Material Safety Data Sheets (MSDSs), approved industry codes of practice and toolbox talks.[3] Similarly workplaces can use a variety of strategies to communicate information about how to recognise integrity hazards and corruption risks and the appropriate responses to these. Organisations can, for example, develop the integrity equivalents of MSDSs to provide employees with the necessary information to protect their integrity given the types of hazards they may face as a result of the work they are employed to do.

[3] For more information refer to the PIC's Research and Issues Paper entitled: *Preventing Corruption: Lessons from Occupational Health and Safety*, which can be found on the PIC's website: http://www.pic.nsw.gov.au/ResearchAndIssuesPapers.aspx

For each significant integrity hazard they face in their work, are employees provided with the following types of information:

1. a description of the integrity hazard and how it might arise in the work to be conducted?
2. precautions to be taken to reduce the risk of the employee's integrity being compromised?
3. a clear statement of the appropriate specific actions to take in response to the hazard and its associated risks?

Is the information and training that is provided:

1. specific?
2. detailed?
3. tailored to the groups of employees who will encounter the integrity hazard through the type of work they undertake or the nature of their work environment?

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ISBN 1 74003 167 9

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