

# CCC EXHIBIT

## Attachment X hallmarks of a mature, corruption resistant culture

### *Corruption resistance*

- Preventing misconduct and developing a corruption prevention culture is the primary focus;
- Failure to report misconduct should be considered as a serious matter;
- Corruption resistant ethos and culture within the organisation; and
- Culture of self-disclosure and 'making things right' should prevail.

### *Reporting*

- Reporting misconduct should be a simple and easy process (both internally and externally);
- QCS officers should be encouraged and supported to report misconduct;
- Reporting should be done consistently across the organisation;
- Public Interest Disclosures are made by staff and people are protected from reprisals; and
- Elimination of unreported misconduct (the 'dark figure').

### *Awareness*

- Pre-service and in-service training should have an integrity and corruption prevention focus; and
- Knowledge by the workforce of reporting obligations.

### *Feedback and learning*

- The role of supervisor and organisational systemic issues are considered in all investigations;
- Reliable data concerning reporting and clearing matters is a foundation stone of a mature model; and
- Identification of systemic failures and using the learnings to guide future practices (corruption, misconduct and fraud mitigation).

### *Policy*

- Policy should be informed by the literature and consistent with best practice;
- Policy should be written in clear and unambiguous terms and be communicated to all staff and reinforced regularly;
- Policy should support devolution of matters to the appropriate level and allow supervisors and managers to deal with breaches of discipline and low level misconduct locally; and
- Policy should support timely resolution of matters & consistent discipline outcomes.

### *Processes*

- Triaging of complaints happens in a timely and consistent manner;
- Protection of evidence otherwise lost with time (i.e. Closed Circuit Television, documentation, physical evidence);
- Preliminary inquiries conducted expeditiously in lieu of full investigation;

## CCC EXHIBIT

- Full investigation undertaken using appropriate resources and in a timely way
- Regular independent/expert review of key practices and performance against maturity model to ensure continuous improvement and sustained good practice;
- Utilisation of technologies and services that assist in corruption prevention; and
- There is a risk intelligence function that incorporates more sophisticated and proactive vetting and probity techniques and strategies into recruitment, selection, promotion and honour and awards functions.

External partnerships and oversight:

- Oversight and partnering with key stakeholders to ensure consistency is important;
- Criminal allegations and misconduct facilitated through partnering with and referral to the Corrective Services Investigation Unit and Queensland Police Service; and
- Partnering and consistent messaging with industry partners for example Unions.

Figure 1 – Hallmarks of a mature, corruption resistant culture

