

OFFICIAL



Crime and Corruption Commission  
QUEENSLAND

# Code of Conduct

For the Crime and Corruption Commission

March 2023



## Contents

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<b>About the Crime and Corruption Commission .....</b>	<b>4</b>
Our vision: .....	4
Our purpose: .....	4
Our values.....	4
<b>From our leaders .....</b>	<b>5</b>
A message from the Chairperson.....	5
A message from the CEO.....	5
<b>Part 1 – How the Code Functions .....</b>	<b>6</b>
Why we have a Code of Conduct .....	6
Applying the Code .....	6
<i>Public Sector Ethics Act 1994</i> .....	7
The Code applies to everyone.....	7
Breaches of the Code .....	7
Reporting suspected breaches.....	8
Role of managers and supervisors .....	9
Where to go for advice.....	9
<b>Part 2 – Principals and Standards .....</b>	<b>10</b>
Principle 1 Integrity and impartiality.....	10
1.1 Official powers.....	10
1.2 Conflict of interest.....	10
1.3 Gifts and benefits .....	11
1.4 Political activities .....	12
1.5 Public Comment .....	12
1.6 Factual accuracy .....	12
1.7 Respect .....	13
1.8 Respecting diversity.....	13
1.9 Sexual harassment and workplace bullying .....	13
1.10 Health and safety .....	13
1.11 Natural justice .....	14
1.12 Recruitment and selection .....	14
1.13 Collaboration .....	14
1.14 Personal standards .....	14
1.15 Managers and supervisors .....	14
1.16 Outside the office.....	15
1.17 Drugs and medications.....	15
Principle 2 Promoting the public good.....	16



2.1 Responsible working.....	16
2.2 Responsiveness .....	17
2.3 Setting an example .....	17
2.4 Disclose wrongdoing .....	17
2.5 After you leave .....	18
Principle 3 Commitment to the system of Government.....	18
3.1 Lawful conduct .....	18
3.2 Implementing policies .....	18
3.3 Neutrality.....	19
3.4 Lawful instructions .....	19
3.5 If professional codes and personal values conflict.....	19
Principle 4 Accountability and transparency.....	20
4.1 Confidentiality and Information security .....	20
4.2 Record keeping.....	21
4.3 Self development.....	21
4.4 Resource management.....	21
4.5 Information and communication technologies.....	22
4.6 Internet and email.....	22
4.7 Copyright and Intellectual Property .....	22
4.8 Secondary employment and outside employment.....	23
4.9 Work arrangements .....	23
4.10 Motor vehicles.....	24
4.11 Financial responsibility.....	24
<b>Glossary.....</b>	<b>25</b>

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The Crime and Corruption Commission supports and encourages the dissemination and exchange of information. We are committed to routinely and proactively sharing information to the maximum extent possible.

Review date 2025 - Human Resources is responsible for review

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## About the Crime and Corruption Commission

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### Our vision:

Safe communities supported by fair and ethical public institutions.

### Our purpose:

The Crime and Corruption Commission (CCC) is an independent agency combating major crime and reducing corruption for the benefit of the Queensland community. Our functions and powers are set out in the Crime and Corruption Act 2001. We:

- investigate organised crime, paedophilia, terrorist activity and other serious crime referred to us for investigation
- receive and investigate allegations of serious or systemic corrupt conduct
- have a statutory function for crime and corruption prevention
- help recover the proceeds of crime
- provide the witness protection service for the state of Queensland, and
- conduct research on crime, policing and other relevant matters.

### Our values



People



Accountability



Integrity



Courage



Excellence



## From our leaders

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### A message from the Chairperson

The work of the CCC is critically important to reduce the impact of crime and corruption in Queensland communities. It is vital the community has faith in the work that we do, and how we conduct ourselves as we work with each other in this unique organisation.

The CCC possesses a wide range of functions and responsibilities. As an organisation, we are required under the Crime and Corruption Act 2001 to act at all times independently, impartially, fairly and in the public interest. As commission officers, we are called upon every day to make decisions that may vary considerably in complexity and impact. The purpose of this Code of Conduct (the Code) is to guide and help us in dealing with these decisions.

A code of conduct is particularly important at the CCC given that our role involves us providing advice and direction to the public sector on ethical issues. The community therefore expects us to be above reproach and to adhere to the highest standards of ethical conduct — in carrying out our duties, in our working relationships and in our private lives.

Our Code of Conduct has the endorsement and commitment of the Commission and has been approved by the Attorney-General as the responsible Minister. I commend it to you and expect you to be committed to the ethical principles upon which it is based.

**Bruce Barbour**

Chairperson

### A message from the CEO

The CCC Code of Conduct is our guide for the standards, principles and values that help us determine the right course of action along with the responsibility to use judgment and common sense in resolving ethical issues in the public interest. It is essential for the efficient and professional operations of the CCC.

The CCC values the broad strength and depth of expertise our workforce contributes to the CCC's purpose to combat major crime and reduce corruption for the benefit of the Queensland community. The CCC fosters a workplace that allows our people to bring their best selves to work and this code provides the framework for the standard of behaviours and actions we expect our workforce to adhere to.

I encourage our people to read and understand this document and how to use it in their decision making. By doing so we can all continue to fulfil the CCC's vision of safe communities supported by fair and ethical public institutions.

**Jen O'Farrell**

Chief Executive Officer



## Part 1 – How the Code Functions

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### Why we have a Code of Conduct

The purpose of the Code of Conduct (the Code) is to:

- set out the standards of conduct expected of us, consistent with the ethics principles and values outlined in the Public Sector Ethics Act 1994
- guide and assist us to identify and resolve ethical dilemmas that may arise in the course of our duties
- foster and maintain an ethical culture within the CCC
- promote public confidence in the CCC

#### A model for ethical decision making

Ask yourself these six questions:

1. Is the action legal and consistent with CCC policy?
2. Is it consistent with the CCC's values, code of conduct and policies?
3. Is it the 'right' thing to do? (What is your 'gut-feeling'?)
4. What will the consequences be for –
  - the CCC?
  - your colleagues?
  - others?
  - yourself?
5. Can you provide sound reasons for your decision or action?
6. What would happen if your conduct was subjected to public scrutiny?

*If you are unsure of the answer or what to do, you should speak to your supervisor, manager or Human Resources.*

### Applying the Code

The Code should be read in conjunction with the *Crime and Corruption Act 2001* (CC Act), the *Public Sector Ethics Act 1994* and CCC's policies and procedures.

The CCC has a suite of policies, guidelines and procedures which govern how we conduct our daily activities. The Code does not override these documents, but rather seeks to enhance them by providing a general summary, coupled with an explanation of the underlying ethical principles.

The CCC policies, guidelines and procedures provide the details of the standards which this Code summarises and any action or conduct which breaches those standards may equally constitute a breach of the Code and result in disciplinary action.

If you are unsure about how to address a particular course of conduct, you are encouraged to consult this Code, any relevant policies, guidelines or procedures, your manager or Human Resources. The CCC is committed to providing accurate help and advice at times when it is required.



## ***Public Sector Ethics Act 1994***

The Code is based upon the *Public Sector Ethics Act 1994*, which sets out four ethics principles that are fundamental to good public administration:

- Integrity and impartiality
- Promoting the public good
- Commitment to the system of government
- Accountability and transparency

These four ethics principles acknowledge the responsibility of all public sector employees to serve the best interests of the Queensland community. These principles represent the standards of expected conduct and behaviour, our obligations to each other, the agencies we deal with and the public.

Commission officers hold a special position of trust by virtue of the unique role we perform and because our work is funded and resourced from the public purse. The community expects that we will honour the trust which is placed in us.

All commission officers have a shared responsibility to create a working environment that is ethical, professional and rewarding.

## **The Code applies to everyone**

The Code applies to everyone who works for, or at the CCC, whether on a permanent, temporary or casual basis, including:

- the Chairperson
- Commissioners
- all people employed at or seconded to the CCC (civilian and police)
- anyone engaged by the CCC to provide services, information or advice, either as a contractor or a consultant.
- students on placements, external members of committees and advisory panels and voluntary workers

When you agree to work at the CCC, you agree to abide by the Code.

The Code applies to conduct and behaviour at all times, including while at work, or when representing the CCC. It also applies to any disgraceful or improper conduct or behaviour in a private capacity that may be perceived as undermining the public confidence in the good name or integrity of the CCC.

For anyone who no longer works at the CCC, they continue to have an ongoing obligation to respect confidentiality of information and ownership of intellectual property to which access was given during their employment.

## **Breaches of the Code**

While the CCC will make every effort to provide information, access and training about the Code, including providing a copy as part of a commission officer's employment paperwork and a mandatory eLearning module to be completed regularly throughout their employment, it is each individual's responsibility to be familiar with the Code and observe its provisions.



If it is alleged or suspected that conduct may have breached the Code, the matters will be examined and determined in accordance with the CCC's Discipline policy and procedure.

Examples of disciplinary action that may be taken for breaches of the Code include and not limited to:

- a reprimand
- a reduction of classification level and change of duties
- transfer to another business unit within the CCC
- forfeiture or deferment of a remuneration increment
- reduction of remuneration
- monetary penalty deducted from periodic salary payments
- termination of employment

Breaches that could constitute criminal offences may be referred to the Queensland Police Service for investigation. Conduct that is suspected improper conduct must be referred to the Parliamentary Crime and Corruption Committee (PCCC). The PCCC may choose to refer matters to the Parliamentary Commissioner, the Queensland Police Service or the CCC for investigation.

Note that where breaches of the code are suppressed or not managed appropriately, vicarious liability may attach to the CCC and to managers who have not fulfilled their duties.

Refer to legislation: *Crime and Corruption Act 2001*

Refer to CCC policies: *Discipline policy and procedure; Protocols for reporting suspected improper conduct of officers of the CCC; Complaints against commission officers policy and procedure.*

## Reporting suspected breaches

If you become aware of or suspect a breach of the Code, you have an obligation to report the matter immediately. This includes any formal or informal complaints that you may receive from any person either from within, or outside of the CCC. This also applies to a commission officer's own conduct that may have breached the Code. Evidence or proof is not required to report a suspected breach of the Code of Conduct, it is sufficient to report based upon suspicions that have reasonable grounds.

A breach, or suspected breach, of the Code also constitutes "improper conduct" (refer S.329(4)(g) of the CC Act). Therefore, you must report it to the appropriate notifier in accordance with the Protocols for reporting suspected improper conduct of officers of the CCC. Reporting to the notifier can be undertaken by completing the Suspected improper conduct notification form and emailing it to [improperconduct.notification@ccc.qld.gov.au](mailto:improperconduct.notification@ccc.qld.gov.au)

The CCC aims to ensure the management and resolution of suspected code breaches are conducted in a fair, effective, and consistent manner. The CCC fosters an open reporting environment and will support and protect individuals from reprisals if a suspected breach of the Code or improper conduct is reported in accordance with CCC policy.

You also have an obligation to cooperate with and assist any investigation into alleged improper conduct or other breaches of the Code to the best of your ability. This does not limit your rights as a citizen against self-incrimination.

Frivolous, vexatious or knowingly false complaints may result in disciplinary action.

Refer to: Section 2.4 Disclose wrongdoing.

Refer to CCC policy: *Protocols for reporting suspected improper conduct of officers of the CCC.*





## Role of managers and supervisors

The CCC expects supervisors and managers to lead by example by setting and encouraging the highest possible standards of conduct and behaviour.

If you are a supervisor or manager, you should closely observe your workplace to ensure appropriate standards of behaviour and provide constructive support at all times. If you become aware of inappropriate conduct, you are required to report the situation and take action to address it.

Refer also to: Section 1.15 Managers and supervisors.

## Where to go for advice

Usually, your manager or supervisor will be able to assist with any questions regarding ethical obligations or the contents of this Code.

If you are unsure whether your own, or someone else's conduct, or proposed conduct is in conflict with the Code, seek advice from your supervisor or manager as soon as possible.

If that is not practicable or uncomfortable discussing the matter with your supervisor or manager, contact Human Resources for advice and assistance.



## Part 2 – Principals and Standards

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### Principle 1 Integrity and impartiality

*In recognition that public office involves a public trust, public service agencies, public sector entities and public officials seek to promote public confidence in the integrity of the public sector and—*

- (a) are committed to the highest ethical standards; and*
- (b) accept and value their duty to provide advice which is objective, independent, apolitical and impartial; and*
- (c) show respect towards all persons, including employees, client and the general public; and*
- (d) acknowledge the primacy of the public interest and undertake that any conflict of interest issue will be resolved or appropriately managed in favour of the public interest; and*
- (e) are committed to honest, fair and respectful engagement with the community.*

*Public Sector Ethics Act 1994, s.6*

These values are expressed in the following standards:

#### 1.1 Official powers

As holders of public office, we are custodians of public property, powers and resources and occupy a position of trust.

We have an obligation to ensure that our official powers, position, resources or influence are not used improperly or for personal or private advantage. Our actions and decisions are expected to serve the public interest — that is, the overall good of the community as a whole.

#### 1.2 Conflict of interest

As public officials we are expected to act impartially, independently, fairly and in the public interest. Conflicts of interest, or the perception that a conflict of interest has arisen or has been mismanaged can have significant damage on the reputation of the CCC. Typical types of conflict of interest are, (but not limited to):

- Direct or actual conflict
- Perceived or potential conflict
- Personal financial conflict
- Private interests conflict;
  - Social activities
  - Professional activities
  - Individual or group associations
  - Family and friends

Personal financial or other private interests conflicts should be considered in relation to the actual or potential influence an individual's decision or actions in an official capacity. In these circumstances, a formal declaration in writing to your manager must be made immediately. The matter should either be resolved in favour of the public interest or managed appropriately without delay.



A conflict of interest with a commission officer's private interest commonly involves gaining, or potentially gaining an advantage for yourself or your associates, but it can also include avoiding some disadvantage or causing a disadvantage or detriment to others.

Conflicts of interest may involve a direct conflict between a commission officer's current duties and responsibilities and existing private interests. They may also involve a potential conflict where private interests could conflict with a commission officer's official duties in the future. It is also important to recognise that a perceived or apparent conflict of interest – whether or not it actually exists – can be just as damaging as an actual conflict of interest.

The CCC acknowledges that conflicts of interest will occur from time to time, and that they are not necessarily an indication of wrongdoing. The important point to remember, is that to maintain public confidence in the integrity of the CCC, all conflicts of interest must be disclosed and addressed without delay.

You have an ongoing obligation to:

- monitor and assess your private and personal interests and whether such interests may conflict or have the potential to conflict with our official duties
- regularly update your statement of personal particulars and private interests (which is maintained by the Security Manager and stored in your Personal Security File), especially when there is any change in your circumstances
- avoid, where possible, situations that may give rise to a conflict of interest or an apparent conflict of interest
- formally disclose all conflicts of interest according to the CCC's Conflicts of interest and other disclosures policy and procedure
- manage any conflicts of interest effectively and transparently where such conflict of interest cannot be avoided.

Refer to CCC policy: Conflicts of interest and other disclosures policy and procedure.

### 1.3 Gifts and benefits

The CCC, or any commission officer must not create the impression that they are being improperly influenced by any person or organisation. The acceptance of gifts and other benefits may compromise our position by creating a sense of obligation in the receiver and therefore undermine our impartiality. It may also affect the public perception of the CCC's integrity and independence.

A typical type of benefit may include money (or anything readily converted into money), gifts, travel, hospitality, entertainment and competition or door-prizes.

Commission officers cannot solicit or accept any form of gift or benefit which might be perceived as influencing or affecting the performance of their official duties. This extends to taking all reasonable steps to ensure that a commission officer's family, spouse and close personal associates do not solicit or accept any form of gift or benefit in any way related to carrying out the functions of the CCC.

Gifts and benefits may sometimes be accepted where they are given openly and where there is no risk that they may be perceived as imposing an obligation relating to the work of the CCC, or where refusal may give unnecessary offence. In these instances, a gift or benefit notification form must be completed, for any gift or benefit received, other than a token or memento. The gift will then be treated in accordance with the CCC's Gifts and benefits policy, and entered as appropriate in the Gifts and Benefits Register. All gifts to commission officers are the property of the CCC, although gifts of minimal value will normally be permitted to be retained by the commission officer, unless they are items of cultural or historical significance.

Notwithstanding the above, police officers who are officers of the CCC should act in accordance with the Queensland Police Service Procedural Guidelines (HRM Manual).



Refer to CCC policy: Gifts and benefits policy.

### 1.4 Political activities

Employment at the CCC does not limit your rights as a citizen, to participate in community and party-political activities. Care must be taken to ensure your actions are perceived as acting solely in your private capacity and not in your professional role. You have an ongoing obligation to:

- take care not to misrepresent the intent or facts of the CCC
- avoid saying or doing anything which might raise doubts about your willingness to implement CCC policy objectively and carry out CCC operational activities impartially
- never participate in private political activities in the work environment, or use CCC resources for non-business purposes
- be sure to declare in writing any political association that may create an actual or potential conflict of interest or be perceived as creating a conflict of interest.

Refer to legislation: *Human Rights Act 2019*

Refer also to: Section 1.2 Conflict of Interest.

### 1.5 Public Comment

Commission officers are not authorised to deal with, or release of information or material to the media or comment in any forum about the activities or business of the CCC unless they are specifically approved to do so. Any approach by media outlets must be referred to the Corporate Communications unit.

As a member of the public, you have a right to hold opinions on social and community issues. However, commission officers are required to exercise particular care to ensure that their actions and personal opinions are not able to be interpreted as being held by the CCC or attributed to the CCC.

When attending activities such as a rallies, marches or public forums it must be clear that you are acting in your private capacity. Public comment supporting a particular view or standpoint which may adversely affect the CCC's reputation or the exercise of its functions and responsibilities could constitute a breach of the Code.

Refer to legislation: *Human Rights Act 2019*

Refer also to CCC policy: *Communications policy and procedure.*

### 1.6 Factual accuracy

CCC employees share a professional and personal obligation to be honest, factual, impartial, balanced, and complete when undertaking the duties of their role in the CCC. Commission officers have the obligation to not make false or misleading assessments of the material to which they have access. This obligation applies across all aspects of our work, including:

- advice given internally or to other units of public administration
- investigation reports
- inquiry and hearing reports
- research papers, reports, and publications
- selection and referee reports
- performance reports
- reports provided to the PCCC and the Parliamentary Commissioner.



## 1.7 Respect

The CCC is committed to valuing its people and creating a workplace that demonstrates respect between commission officers at all times including actions of dignity, courtesy, honesty, and fairness.

There is a shared commitment to the importance of working constructively and with goodwill to resolve and understand differences when they arise so that the public interest can be best served through a work environment that is harmonious and satisfying.

For further guidance and tools, see the Respect@Work website.

## 1.8 Respecting diversity

The CCC is committed to creating a work environment free from unfair or unlawful discrimination, where all commission officers are treated with dignity, courtesy and respect regardless of ethnicity, cultural beliefs and lifestyle beliefs.

The CCC is a workplace where fairness, openness, and diversity are valued. We strive to eliminate all forms of discrimination and less favourable treatment. We do not tolerate offensive or discriminatory language.

Refer to legislation: *Anti-Discrimination Act 1991; Human Rights Act 2019; Australian Human Rights Commission Act 1986* and other Federal legislation relating to age, race and disability discrimination.

Refer also to CCC policy: *Bullying, harassment, sexual harassment and discrimination in the workplace policy and procedure.*

## 1.9 Sexual harassment and workplace bullying

The CCC is committed to ensuring the working environment is free from bullying, harassment, sexual harassment and discrimination, and everyone is treated with courtesy, dignity and respect. Bullying, harassment, sexual harassment and discrimination is unlawful and unacceptable and will not be tolerated.

If you experience or witness behaviour which is unwelcomed and offensive, or which makes you feel intimidated, uncomfortable, or humiliated, it is likely to be a form of harassment and you have an obligation to report it. If you require support or advice, you should not delay in discussing any concerns with a suitable manager, Human Resources, or a Peer Support Officer. The CCC will resolve complaints in accordance with the CCC's Complaints against commission officers policy and procedure.

Managers have particular workplace management responsibilities, consideration of reasonable management action carried out in a reasonable way in connection with a person's employment will be considered as a component of bullying and harassment complaints.

For further guidance and tools, see the Respect@Work website.

Refer to legislation: *Anti-Discrimination Act 1991; Human Right Act 2019; Work Health and Safety Act 2011; and Sex Discrimination Act 1984.*

Refer also to CCC policy: *Bullying, harassment, sexual harassment and discrimination in the workplace policy and procedure.*

## 1.10 Health and safety

Every commission officer has a duty to themselves and others, guided by the work health and safety legislation, to ensure a safe and secure workplace for everyone. Each person has a duty to identify and report any health and safety risks, hazards, incidents or near misses to the Safety Advisor, Human Resources, a Workplace Health and Safety Representative, or an appropriate manager, without delay.

Refer to legislation: *Work Health and Safety Act 2011.*



Refer also to CCC policy: *Work health, safety and wellbeing policy.*

### **1.11 Natural justice**

As part of the CCC's duty to act fairly and equitably, the principles of natural justice (procedural fairness) apply to all commission officers and processes when workforce management decisions are made. Procedural fairness requires an absence of bias, the presentation of substantial reliable evidence and the right for the person affected to hear all the material evidence, along with adequate time for a fair and reasonable opportunity to respond (see Glossary).

These principles are particularly important if the decision has negative consequences for the people involved, as in discipline and diminished work performance cases.

### **1.12 Recruitment and selection**

Selection of people for employment at the CCC must always be in accordance with the CCC's recruitment and selection policy. Merit based selection requires a fair and impartial assessment of each applicant's abilities, aptitude, skills, knowledge, experience, personal qualities, potential for development and qualifications relevant to the requirements of the vacant position.

Refer to CCC policy: *Recruitment and selection policy and procedure.*

### **1.13 Collaboration**

Commission officers share a mutual commitment to work together collaboratively and cooperate through practicable assistance in the workplace for the optimum performance of our duties.

Everyone has a shared responsibility to regulate and manage their own behaviour to not interfere with or distract others from the performance of their duties.

### **1.14 Personal standards**

Commission officers are required to dress in a clean, tidy and inoffensive manner consistent with our position, job requirements, reasonable community expectations and health and safety requirements. Commission officers are obliged to present themselves in a way that upholds the good reputation of the CCC.

Cleanliness and personal hygiene in the workplace are important from a health and safety perspective, as well as for the comfort and wellbeing of our colleagues.

Supervisors have a responsibility to monitor the personal presentation of commission officers who report to them and to provide advice or issue instructions as appropriate in the circumstances.

### **1.15 Managers and supervisors**

Managers and supervisors have responsibilities to:

- set an example of consistent ethical conduct, treating all commission officers fairly, equitably, and with respect
- encourage and promote ethical behaviour with their teams
- lead open and honest communication with commission officers
- ensure that management actions are reasonable, consider the circumstances and appropriate health and safety considerations met
- ensure commission officers understand the performance standards expected of them
- monitor commission officers' performance and provide constructive feedback
- support professional development



- respect divergent thinking, different ideas and working styles
- ensure that commission officers are recognised and rewarded for ideas or suggestions that improve productivity and performance.

Commission officers have an associated obligation to accept managerial decisions and advice, guidance and direction in a responsive, constructive and cooperative manner.

### **1.16 Outside the office**

Attendance at meetings, conferences, seminars, training sessions, work-related social functions, or any other outside of work activities which are connected to our work, is a representation of the CCC. Commission officers must maintain appropriate standards of behaviour and personal conduct during these representations and activities.

Any social event where a public perception could be linked to CCC representation, appropriate standards of behaviour and personal conduct should be maintained. Functions might include:

- a CCC Christmas party or other events
- work unit social gatherings, lunches or drinks
- gatherings of work colleagues for coffee, drinks, sporting activities, and meals.

Refer also to: Section 1.17 Drugs and medications.

### **1.17 Drugs and medications**

#### **Alcohol**

Every commission officer has an obligation to ensure their personal use of alcohol does not affect their performance or the safety of themselves or others and does not reflect adversely on the good name and reputation of the CCC.

Alcohol must not be consumed while performing CCC duties. The consumption of alcohol is also strongly discouraged during lunch or other short breaks from duty. Commission officers will not be permitted to perform their duties or use CCC equipment if the manager or supervisor considers it to be unsafe and the commission officer will be required to take leave from the workplace until it is safe for them to return.

While there are instances where limited consumption of alcohol may be socially acceptable or an expected courtesy, commission officers must exercise restraint at all times and common sense to protect the CCC's interests, its professional image and their own welfare.

Commission officers should be aware that they may be held personally liable for any damage or injury incurred or cause, consequent upon consuming alcohol.

If a commission officer is convicted of driving under the influence of alcohol or drugs in any motor vehicle (CCC or private) at any time, they may be subject to disciplinary action for a breach of the Code. For example, if the conviction is considered to compromise the integrity of the CCC. Any such charge or conviction must be reported to the manager without delay.

#### **Tobacco and smoking**

Smoking is prohibited in all CCC premises, vehicles and facilities.

Smoking breaks are not recognised. Meal breaks and rest pauses may be used for this purpose in suitable locations and time spent travelling to and from the permitted zones is considered part of the break. Smoking must not interfere with the functioning of the work area.



## Prescription medications

If a commission officer is taking prescription medications which may affect their behaviour or work performance, they should inform their supervisor so that the condition can be appropriately managed whilst performing work related duties.

If a commission officer has an allergy or medical condition that may require urgent medical treatment in the workplace, they should inform their supervisor so that suitable urgent arrangements are known and understood prior to a potential emergency event, .

## Illegal Drugs

It is a criminal offence to possess or use illegal drugs. Unless sanctioned by the CCC for operational purposes, commission officers must abstain from involvement or contact with illegal drugs, whether on or off duty. Any criminal charge or conviction relating to prohibited drugs must be reported to the commission officer's manager without delay.

## Principle 2 Promoting the public good

*In recognition that the public sector is the mechanism through which the elected representatives deliver programs and services for the benefit of the people of Queensland, public service agencies, public sector entities and public officials-*

- (a) accept and value their duty to be responsive to both the requirements of government and to the public interest; and*
- (b) accept and value their duty to engage the community in developing and effecting official public sector priorities, policies and decisions; and*
- (c) accept and value their duty to manage public resources effectively, efficiently and economically; and*
- (d) value and seek to achieve excellence in service delivery; and*
- (e) value and seek to achieve enhanced integration of services to better service clients.*

*Public Sector Ethics Act 1994, s.7*

These values are expressed in the following standards:

### 2.1 Responsible working

Commission officers have an obligation to perform their duties competently, responsibly and with proper diligence, care and attention to all facets of their work. The CCC aspires to the highest standards of excellence and commission officers must be prepared to take ownership of and responsibility for their actions and decisions.

All commission officers have a responsibility to achieve the CCC's goals as well as their own individual performance objectives and targets. Commission officers should discuss any potential barriers or difficulties in achieving these standards with their supervisor, as soon as they arise, to take action to resolve them.

Regardless of respective role at the CCC, all commission officers should contribute to the continuous improvement of themselves, others and their work unit by sharing information and skills and seek out challenging tasks to attain a wider diversity of experience which explores a broader range of work and development opportunities.





## 2.2 Responsiveness

The CCC's duty to the public interest means that in performing official duties commission officers must respond to all requests to the best of our ability in a timely, helpful and courteous manner.

## 2.3 Setting an example

The CCC is committed to the highest standards of excellence in conduct and teamwork and is continuously subject to public scrutiny. Accordingly, commission officers must be constantly aware of the need to behave in an exemplary fashion.

This means respect for people must be demonstrated in everyday conduct. Commission officers have an obligation towards the other units of public administration and the general public with whom they deal to set an example of ethical and professional conduct.

Any behaviour which may be perceived by the public as undermining the good name and integrity of the CCC, whether or not it is a criminal offence, may be a breach of this Code. Examples might include participation in socially disruptive public behaviour or public nuisance behaviour, domestic violence or public intoxication.

Refer to: Section 1.16 Outside the office; Section 1.4 Political activities; and Section 1.14 Personal standards.

Refer also to CCC policy: *Protocols for reporting of improper conduct of officers of the CCC.*

## 2.4 Disclose wrongdoing

Commission officers have an obligation to disclose any fraud, corruption, maladministration, corrupt conduct, improper conduct, waste of public funds, risk to health and safety, reprisal, or any other breach of the law or this Code of which they become aware.

Commission officers are responsible for leading by example in reporting suspected wrongdoing. Concrete evidence of the wrongdoing is not required to make a report, and an individual should not attempt to collect evidence to support their report. A suspicion based upon reasonable grounds is sufficient to disclose to the immediate supervisor, manager or team leader. If these parties appear to be implicated, an alternate senior manager is suitable to raise your concerns. Submission of allegations may be required in writing. Any such disclosure will be referred to the relevant delegate in the policy. If a person chooses to make your complaint anonymously, it will be dealt with to the best of the CCC's ability, based on the information provided.

Any supervisor or manager who receives a report of suspected wrongdoing is to ensure that it is responded to confidentially, fairly, quickly and in accordance with established procedures and the provisions of the *Public Interest Disclosure Act 2010* (PID Act).

The CCC is committed to ensuring that no commission officer feels they will suffer reprisal as a consequence of raising complaints about any wrongdoing or unprofessional behaviour in the workplace. The Public Interest Disclosures Act 2010 also provides certain protections against reprisal for commission officers who report unacceptable conduct and makes it an offence for detrimental action to be taken against a person for making a public interest disclosure.

If circumstances warrant, a public interest disclosure may be made to someone outside the CCC and the Commission will support you in this action. Further details can be found in sections 17 and 20 of the *Public Interest Disclosures Act 2010*.

Refer to legislation: *Public Interest Disclosures Act 2010.*

Refer also to CCC policies: *Public interest disclosures against commission officers policy and procedure; Protocols for reporting of improper conduct of officers of the CCC; Complaints against commission officers policy and procedure; Fraud and corruption control framework.*



## 2.5 After you leave

Certain obligations to the public and the CCC persist even after a commission officer's employment with the CCC has concluded. These include:

- maintaining the confidentiality of any information obtained in the course of your employment
- respecting the CCC's intellectual property rights
- not misusing official powers by attempting to influence people or agencies on the strength of your former position
- providing honest and fair referee reports for former colleagues
- refraining from public comment about CCC business.

Refer to CCC policies: Information security policy and procedure; Intellectual property policy and procedure.

## Principle 3 Commitment to the system of Government

*In recognition that the public sector has a duty to uphold the system of government and the laws of the State, Commonwealth and local government, public service agencies, public sector entities and public officials-*

- accept and value their duty to uphold the system of government and the laws of the State, the Commonwealth and local government; and*
- are committed to effecting official public sector priorities, policies and decisions professionally and impartially; and*
- accept and value their duty to operate within the framework of Ministerial responsibility to government, the Parliament and the community.*

*Public Sector Ethics Act 1994, s.8*

These values are expressed in the following standards:

### 3.1 Lawful conduct

All commission officers are required to uphold and to conduct themselves in accordance with Commonwealth, State and local laws, in both public and private lives.

In addition to legislation relating directly to the CCC's work, this includes compliance with the *Anti-Discrimination Act 1991*, the *Human Rights Act 2019* and the *Workplace Health and Safety Act 2011*. All commission officers have a responsibility to make every effort to maintain a current knowledge and understanding of relevant laws. If a commission officer is charged with or convicted of any offence (even if a conviction is not recorded), they must report it to the Chief Executive Officer, without delay.

### 3.2 Implementing policies

All commission officers must be committed to their obligation to carry out and implement the policies and decisions of the CCC to the best of our ability, regardless of their personal feelings or opinions.



### 3.3 Neutrality

Commission officers are required to carry out the obligations of their position independently, impartially and fairly, and with regard to the importance of protecting the public interest (as prescribed by section 57 of the *Crime and Corruption Act 2001*).

Commission officers are frequently called upon to make decisions and apply laws that can have a far-reaching impact on the lives of people in Queensland. Commission officers must be free from and be seen to be free from undue or improper political or ideological considerations in making operational and policy decisions. Personal preferences and individuals' opinions cannot be allowed to influence the discharge of a commission officer's duties.

Commission officers must always provide the CCC with professional and impartial advice.

Refer also to: Section 1.4 Political activities for related information.

### 3.4 Lawful instructions

All commission officers are required to comply with all reasonable and lawful work instructions. Commission officers are entitled to seek clarification of an instruction and to raise concerns if they believe the instruction is unlawful or unreasonable. Such matters should be addressed promptly with the person issuing the instruction, or through their manager.

However, deliberate delay to prevent the implementation of a lawful instruction should not occur, and it will generally be required to carry out the instruction pending the outcome of any raised concerns, unless there is a serious risk to health and safety, the CCC's reputation, or the public interest.

Managers and supervisors have an obligation to take care that the instructions they give are lawful and reasonable, and to be open to constructive questions and suggestions.

Refer also to: Section 1.15 Managers and Supervisors

### 3.5 If professional codes and personal values conflict

In addition to individual personal values and beliefs, many professional bodies have expected codes of conduct specific to their industry, including lawyers, accountants and police officers. If a circumstance arises where lawful workplace instructions are not compatible or conflict with an individual's personal values and beliefs or professional code, the matter should be discussed with an appropriate manager and seek a solution that will neither impede the business of the CCC, nor compromise one's own integrity. It may be necessary to stand aside from some activities or responsibilities to do so. You have an obligation to respect the CCC's right to determine the course of action.

If you still experience difficulty, you should immediately seek advice from your Senior Manager or Human Resources.

Refer also to: Section 1.2 Conflict of interest and other disclosures.



## Principle 4 Accountability and transparency

*In recognition that public trust in public office requires high standards of public administration, public service agencies, public sector entities and public officials -*

- (a) are committed to exercising proper diligence, care and attention; and*
- (b) are committed to using public resources in an effective and accountable way; and*
- (c) are committed to managing information as openly as practicable within the legal framework; and*
- (d) value and seek to achieve high standards of public administration; and*
- (e) value and seek to innovate and continuously improve performance; and*
- (f) value and seek to operate within a framework of mutual obligation and shared responsibility between public service agencies, public sector entities and public officials.*

*Public Sector Ethics Act 1994, s.9*

These values are expressed in the following standards:

### 4.1 Confidentiality and Information security

By the nature of their work, commission officers frequently handle information which is sensitive in varying degrees and where its unauthorised release could damage individuals, organisations or the public interest. There is a great public trust placed in the CCC to protect this information against misuse and it is a criminal offence under the Crime and Corruption Act 2001 to wilfully disclose CCC information improperly.

Particular care must be taken not to access, use or release information without an approved official purpose related to the performance of our duties. Commission officers must:

- give close attention to the classification of information as unofficial, official, sensitive, or protected and rigorously uphold the integrity of those classifications
- access only such information as we are specifically authorised to access
- exercise discretion and caution in discussing information with other officers
- ensure no information can be accessed by unauthorised people
- comply with all confidentiality and security procedures of the CCC (including the clean desk policy)
- never use CCC information to further personal interests, financial or otherwise.

As a general rule, materials which can be released outside the CCC have already been published, either on the external website or in some other form, such as published reports and discussion papers, annual reports, media releases and public addresses. Any request for information that is not already available publicly should be directed to the relevant manager or supervisor for a decision.

When a commission officer ceases employment with the CCC, they have an obligation to maintain confidentiality regarding official information formerly available to them.

Refer to legislation: *Human Rights Act 2019.*

Refer also to CCC policies: *Information security policy; Information security classification policy and procedure; MM-04 Disclosure and requests for information; Right to information and information privacy policy and procedure; Privacy policy.*



## 4.2 Record keeping

Each commission officer must conscientiously protect the accuracy, integrity and confidentiality of CCC information at all times.

This includes a requirement to make and keep full and accurate records of all business transactions and official activities, and to ensure that such records are adequately tracked, preserved and made accessible for the associated record keeping provisions.

When giving advice, written advice or confirmation should be provided wherever possible, otherwise well documented notes should be made regarding the advice provided.

Records are only to be destroyed in accordance with recording keeping retention and disposal procedures, and the destruction should occur in a secure manner, in accordance with CCC procedures. Before destroying any documents you must consult with Records Management.

Refer to legislation: *Public Records Act 2002.*

Refer also to CCC policies: *Recordkeeping policy; Recordkeeping procedure; Retention and disposal of records procedure; Vital records policy and procedure; Retention of records relating to vulnerable persons policy and procedure.*

## 4.3 Self development

Commission officers are encouraged to take responsibility for developing their skills and knowledge, by keeping up to date with advances and changes within areas of expertise and take reasonable initiatives to identify and apply for self-development opportunities. The CCC has a number of learning and development programs designed to support self-development including the Leadership capability roadmap, Future leaders program, Career development pathways and CCC Learning | Professional.

Your supervisor or Human Resources will provide assistance and advice as required.

Refer to CCC policies: *Learning and development policy and procedure; Managing performance policy and procedure.*

## 4.4 Resource management

As public officials, all commission officers share the responsibility for ensuring CCC resources are safeguarded and not wasted, abused, or used improperly or extravagantly.

Public resources include intangibles such as skills, knowledge, work time, intellectual property, corporate knowledge and information. All should be used responsibly and with care. In particular:

- all purchasing or tendering activity must be conducted in accordance with State Procurement Policy and the CCC's Procurement policy. Probity, accountability and value for money must be an integral part of any purchasing or tendering process
- consumable resources such as office stationery must only be used for official purposes and should be used as economically as possible
- office equipment, furniture and fittings and CCC premises may only be used for official purposes

The CCC's mail and email addresses must not be used for personal or business affairs that are not related to CCC activities (although limited occasional personal use of email is permitted, see section 4.6).

The time to undertake the important activities of the CCC is a valuable resource. All commission officers should take care to ensure that we manage our time responsibly.

Official assets and resources must never be used for personal business or benefit.

Refer to CCC policies: *Procurement policy; Mail services policy and procedure.*



## 4.5 Information and communication technologies

The CCC owns and provides a range of information and communication technologies (telephones, faxes, computers, printers, copiers and related devices). These technologies:

- should be used for work related and operational purposes as determined by individual work areas
- may be used in support of approved study (under the Study Assistance Scheme) and professional development activities
- may be used away from work premises on a short-term basis to do official work at home or under an approved telecommuting arrangement. In such circumstances, the equipment (and any official information contained in the equipment) must be secure
- may be used subject to prior clearance from the Chief Executive Officer, Senior Executive Officer or General Manager for activities that are not strictly official but warrant support. For example, CCC social club activities or meetings of professional associations relevant to the CCC
- are vulnerable to external damage and we have an obligation to protect them by not importing or downloading software from any source without the express approval of the Executive Director Information Services.

Limited and occasional personal use of these technologies is permitted, however, must occur in a person's own time and should not affect the performance of an individual's work; incur significant cost, or breach any CCC policy, this Code, or damage the reputation of the CCC.

Refer to CCC policy: Use of ICT assets, facilities, services and devices policy and procedure.

## 4.6 Internet and email

Internet and email facilities are owned and provided by the CCC and should be used for official purposes, although limited and occasional personal use is permitted.

Personal use must not affect the performance of our work, incur significant cost, contravene any law, CCC policy or this Code, or damage the reputation of the CCC. In particular, there should be nil access to or transmission of:

- pornography or other offensive material
- computer games or online gambling
- chain letters or spam emails
- auction sites, social networking sites or chat-rooms, or personal web mail

It is important to understand that our use of Internet and email (including web connected mobile phones) will be monitored, logged and inspected by the Information Technology Section. There should be no expectation of privacy in respect of any transaction through these media. To ensure proper accountability, passwords should never be shared.

Excessive personal or improper use of these technologies may result in restricted access, disciplinary action, or prosecution. Those found to be intentionally accessing, downloading, storing or distributing pornography may be dismissed.

Refer to CCC policy: Use of ICT assets, facilities, services and devices policy and procedure.

## 4.7 Copyright and Intellectual Property

Anything developed, invented or created, either alone or in collaboration with others in the course of employment or engagement, such as reports, notes, research papers, art works, teaching and training materials, remains the intellectual property of the CCC.



Permission from the Chief Executive Officer, Senior Executive Officer or General Manager must be sought before entering into arrangements regarding publication or other use of any articles or materials that is produced as part of our official duties, or that the CCC otherwise owns.

Once a commission officer leaves the CCC, they cannot take or download intellectual property unless otherwise authorised.

Refer to CCC policy: *Intellectual property policy and procedure.*

#### **4.8 Secondary employment and outside employment**

Secondary employment or outside employment may be undertaken while working at the CCC, however (except in the case of Commissioners), approval must be obtained before engaging in such employment, or immediately upon commencing duty in the CCC. Refer to the CCC's Outside employment and activities policy for definitions.

Secondary employment must not interfere with the performance of normal duties, or give rise to a conflict of interest, or involve any use of CCC time or resources.

A conflict of interest may exist, particularly in relation to private consultancies, in areas in which the CCC is already operating or has indicated that it may be operating in the future.

The granting of approval for secondary employment is not and must not be represented as an indication that the CCC endorses a commission officer's outside work activities.

Refer to CCC policy: Outside employment policy and procedure.

Refer also to: Section 1.2 Conflict of interest.

#### **4.9 Work arrangements**

Everyone has a responsibility to conform to the CCC's policies in relation to attendance, working hours, attendance recording, leave applications and leave approval.

Timesheets must furnish an accurate account of the time spent working and any breaks taken. If urgent operational needs require changes to usual work hours, these details should be reflected on the timesheet, and any departure from proper working hours as stipulated in the policy must be approved by the supervisor.

A commission officer must not be absent from work without approval. In the event of unscheduled absences (illness, emergency, family emergency) every reasonable effort to notify the supervisor, preferably by telephone should occur as close as possible to the usual start time. A leave application must be submitted for approval by the delegate for every absence from duty as soon as is practicable.

The CCC encourages commission officers to preserve their health and wellbeing. It is preferred that commission officers only report for duty when they are fit to perform their functions to a satisfactory standard. If a commission officer is not in a condition to perform their duties (e.g. due to ill health or the effect of prescribed medication), or if they present a risk of spreading illness in the workplace, advise the supervisor and remain absent from duty until fit to return.

The CCC's Employee Assistance Program or the Peer Support Officer network is available where a personal or work-related issue may have the potential to affect a commission officer's health or wellbeing that may impact work performance.

Refer to CCC policies: *Work health, safety and wellbeing policy; Hours of duty, overtime and relevant allowances policy and procedure; Parental leave policy and procedure; Recreation leave policy and procedure; Special leave policy and procedure; Long service leave policy and procedure; and Sick and carers leave policy and procedure.*



#### **4.10 Motor vehicles**

CCC vehicles are to be used for official purposes only unless a private use arrangement applies.

Refer to CCC policy: *Motor vehicle policy and procedure.*

#### **4.11 Financial responsibility**

Claiming or accepting out-of-pocket or other expenses should only occur for matters directly attributable to CCC business or as provided for in our employment conditions.

Any Frequent Flyer points accrued as a result of official travel are the property of the CCC and must be used for official purposes only. In particular, you should take care to ensure that points accruing from official travel are not credited by the airline to your personal account.

Corporate credit cards are issued on the basis that the card is both a necessary and convenient facility for meeting commitments incurred in the course of official business. Holders of corporate credit cards have a responsibility to use the card in a proper and appropriate manner and in accordance with the corporate credit card manual. Holders are to account fully for all transactions.





## Glossary

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In this Code of Conduct unless the context otherwise permits or requires:

<b>the Act</b>	the <i>Crime and Corruption Act 2001</i> (includes Regulations, Proclamations and Orders in Council made pursuant thereto)
<b>the CCC</b>	the Crime and Corruption Commission
<b>the Commissioners</b>	members of the Commission, including the Chairperson as defined by the Act
<b>commission officer</b>	as defined by Schedule 2 of the <i>Crime and Corruption Act 2001</i> .
<b>Improper conduct</b>	<p>means:</p> <ul style="list-style-type: none"> <li>• is disgraceful or improper conduct in an official capacity; or</li> <li>• is disgraceful or improper conduct in a private capacity that reflects seriously and adversely on the CCC; or</li> <li>• would, if the officer were an officer in a unit of public administration, be corrupt conduct</li> <li>• disclosure of confidential information without the required authorisation, whether or not the disclosure contravenes an Act; or</li> <li>• failure to ensure- <ul style="list-style-type: none"> <li>i. a register kept by the CCC under an Act is up to date and complete; or</li> <li>ii. all required documentation is on a file kept by the CCC and correctly noted on a register kept by the CCC under an Act; or</li> </ul> </li> <li>• exercise of a power without obtaining the required authorisation, whether inadvertently or deliberately; or</li> <li>• noncompliance with a policy or procedural guideline set by the CCC, whether inadvertently or deliberately, that is not of a minor or trivial nature; or</li> <li>• exercise of a power conferred on the person under this or another Act in a way that is an abuse of the power.</li> </ul>
<b>Material evidence</b>	Evidence relating to the allegation which will be a factor in the decision-making process.
<b>Peer Support Officer</b>	A commission officer, trained to provide advice and support to other commission officers experiencing harassment, conflict, stress or personal difficulties. A current list of Peer Support Officers is available on the Human Resources page of the intranet
<b>Policy</b>	includes any CCC policy, procedure, directive, ruling, protocol, or administrative practice



**Procedural fairness  
(natural justice)**

requires that:

- a person whose interests will be adversely affected by a decision should be given adequate time and a fair and reasonable opportunity to be heard and to hear the case made against them (the hearing rule)
- the decision maker be unbiased (the bias rule)
- the decision be made on findings of fact which are based on logically probative material (the no evidence rule)





## Crime and Corruption Commission

QUEENSLAND

### Contact details

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515 St Pauls Terrace,  
Fortitude Valley QLD 4006

☎ 07 3360 6060 or  
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(in Queensland outside Brisbane)

07 3360 6333

### More information

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