



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

Values

Leadership

Accountability

**INTEGRITY
FRAMEWORK**

K Know

E Educate

E Ensure

P Protect

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Superintendent

Integrity and Performance Group

Ethical Standards Command

Approval

Commissioner

Queensland Police Service

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Commissioner's Message

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

Our vision, stated quite concisely, is that Queensland is the safest state. 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. This in turn, provides our purpose, namely that, together, we prevent, disrupt, respond and investigate. We also understand the extent of that consent for our purpose, is conditional upon us meeting our community's expectations.

Therefore, our most valuable asset in policing this state is our reputation and the confidence and trust that inspires in the community. It is only with high levels of trust and confidence that we can expect our community to work with us in achieving our purpose. 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 system and clearly articulated 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 even more. It requires that we take a dedicated 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, instill them through leadership and subject ourselves to ongoing 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

We are an organisation with high levels of integrity. It has been hard earned and should be protected. It is no coincidence that this process was named in order to form the acronym KEEP. The application of this framework will ensure we keep the high levels of trust and confidence the community require in our organisation.

KATARINA CARROLL APM
COMMISSIONER

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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:

-  Now 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".

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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:

- Integrity:** Is in everything we do. We are honest, trustworthy and hold each other to a high standard.
- Professionalism:** Times are challenging but if we are professional in everything we do, our communities will continue to support.
- Community:** We support each other and lend a hand to ensure we can respond to community needs as well as the needs of our policing community.
- Respect and Fairness:** We treat each other and our communities as we would like to be treated ourselves – with fairness, dignity and respect.

Our values are truly at the core of who we are and what we do each and every day, as members of the Queensland Police Service. Born from, and driven by ground-up consultation, feedback and workshops, our values of Integrity, Professionalism, Community and Respect and Fairness were introduced in late 2019 to guide us through the good times and the challenging times.

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

- Quality service delivery through the demonstration of professional behavior;
- 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.

Additionally, we must adhere to the values of Queensland Public Service values outlined below:



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 community expectation.
- 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 community expectation. 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.
- Our 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 Professional Practice.
- Understand and work within legislative and policy restraints including the *Police Powers and Responsibilities Act 2000*.
- Understand how the expectations around our integrity 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

- *Human Rights Act 2019*
- *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 for the Qld Public Service
- Standard of 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 behavior.
- 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

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, disrupt, respond and investigate integrity related 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 Teams
- 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
- Enterprise 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 the lessons learnt and develop preventative strategies for effective early intervention.
- 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 Processes

- *Police Service Administration Act 1990*
- *Crime and Corruption Act 2001*
- *Human Rights Act 2019*
- Appropriate and timely Management Action
- Code of Conduct for the Qld Public Service
- Professional Internal Investigations capability
- Fair and efficient discipline system
- Honours and Awards recognition
- Rigorous Performance Review and Development