

A guide to building workplace integrity

Indicators and practice

The Prevention and Education Unit of the Office of Police Integrity has produced this publication. Other types of publications available are:

Research Papers

Research papers are the product of rigorous research or review of a relevant aspect of policing or criminology. They provide information to support informed decision-making within policing and oversight agencies. OPI conducts research both independently and cooperatively with other institutions.

Discussion Papers

Discussion papers present a range of perspectives on a relevant policing issue. Often, they present some exploratory research or provide general background to a particular issue.

Fact Sheets

OPI's Fact Sheets provide Victoria Police members and the Victorian Community with accurate, practical information about rights and responsibilities, the role of OPI, and preventing corruption and misconduct.

Toolkits

Toolkits are practical materials, such as this guide, designed to assist police in their day-to-day roles.

The Office of Police Integrity is working with Victoria Police to ensure the highest professional and ethical standards are maintained. In addition to its practical application, the material contained in this guide can be used to educate staff and generate discussion about ethical conduct, leadership, and integrity within the organisation.

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December 2009

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Building workplace integrity

Building workplace integrity involves developing and maintaining a professional and respectful workplace. It involves ethical leadership, active management and supervision, the right people, effective processes and confident professional reporting.

In essence, building workplace integrity is about creating a workplace that fosters the development of high professional standards, and demonstrates the values of the organisation.

An ethical and professional workplace is the best safeguard against risks to integrity, including improper conduct, misconduct and corruption. With this in mind, this guide has been developed to help Victoria Police strengthen its workplace integrity. It will assist Victoria Police to:

- assess the management of workplaces
- identify particular strengths and weaknesses in current practice
- implement practical strategies to build and sustain workplace integrity.

We would like to acknowledge the assistance of Victoria Police members of the Police Reform Advisory Group in developing this guide, which is based on a public sector resource produced by the Western Australian Corruption and Crime Commission.

How to use this guide

Managers and staff are responsible for the integrity of their workplaces. However, managers and supervisors play an important role in shaping the ethical health of a workplace, and setting the right tone for staff. They work closely with staff and manage their performance and development. Managers are best placed to identify any current or potential integrity concerns and to proactively manage these in the workplace.

This guide has been designed specifically for managers or members of the police service area management team (Inspectors, Senior Sergeants, Sergeants and leading Senior Constables who may be acting or performing management duties). It aims to help managers consider the ethical and professional standards of their workplace and to strengthen workplace integrity.

As a manager, you can use this toolkit to assess and monitor workplace integrity. For example, you may want to *assess* the capacity of your station or unit to identify and manage misconduct risks, and then *monitor* this capacity by conducting regular assessments over time. Integrity monitoring may occur as part of the business planning of your team or unit (ie annual monitoring) or in response to changes to the workplace or team – such as changes in staffing or work demands.

This toolkit is structured around the assessment of five key areas considered fundamental to building ethical health:

- ***Ethical leadership:*** the extent to which managers lead by example and create a professional working environment for staff.
- ***Active management and supervision:*** the extent to which managers take responsibility for the team, and actively manage work performance.
- ***The right people:*** the extent to which staff carry out their duties in accordance with the organisation's expectations of them.
- ***Effective processes:*** the extent to which risk management processes exist in the workplace, and are complied with by staff.
- ***Confident professional reporting:*** the extent to which internal reporting facilitates early detection and contributes to the continuous improvement of the organisation.

These five key areas are interrelated. When a workplace performs well in each, it indicates strong capacity to identify and manage integrity related issues.

The *Workplace Integrity Indicator* consists of 25 statements divided into the five key areas. This section asks you to think about your workplace – in particular, the way you manage staff and their performance and development, and the way your staff undertake their duties.

To assess the integrity of your workplace, indicate your level of agreement with each of the 25 statements on the five-point scale – from (1) strongly disagree to (5) strongly agree. Once completed, you will have a useful indication of your current workplace strengths. You will be able to identify workplace areas that need attention.

In the *Workplace Integrity Practice* section, you are provided with some practical suggestions for achieving good practice within your workplace. It is important to note that the strategies recommended are not an exhaustive list. You may have some other ideas for improving workplace integrity or be guided by the material referred to in the *Workplace Integrity Resources* section.

Workplace integrity indicator

Please indicate the extent to which you agree with the following statements. The next section of this guide provides some practical suggestions for strengthening workplace integrity in each of these core areas.

	Strongly disagree			Strongly agree	Comments	
Ethical leadership						
My values are consistent with the organisational values of integrity, leadership, flexibility, respect, support and professionalism.	1	2	3	4	5	
I am a positive role model who acts with integrity and professionalism.	1	2	3	4	5	
I communicate the importance of professional and ethical conduct to my staff.	1	2	3	4	5	
I have the confidence and trust of my staff.	1	2	3	4	5	
My influence contributes to a professional working environment.	1	2	3	4	5	
Active management and supervision						
I take responsibility for the performance of my team.	1	2	3	4	5	
I use the people management resources available to me to manage staff.	1	2	3	4	5	
I know my staff, what they do, and how they do it.	1	2	3	4	5	
I actively manage work performance issues as they arise.	1	2	3	4	5	
I support the continuous improvement of my staff.	1	2	3	4	5	
The right people						
My staff demonstrate the organisational values of integrity, leadership, flexibility, respect, support and professionalism.	1	2	3	4	5	
My staff are committed to achieving team and organisational goals in a professional way.	1	2	3	4	5	
My staff know what constitutes proper and improper conduct as a member of the organisation.	1	2	3	4	5	
My staff act to prevent misconduct and improper behaviour.	1	2	3	4	5	
My staff understand shared responsibility in the workplace: they feel valued and supported by Victoria Police, and in turn, value and support the organisation.	1	2	3	4	5	

	Strongly disagree			Strongly agree	Comments
Effective processes					
My workplace has effective systems and processes in place to identify and manage ethical risks.	1	2	3	4	5
I communicate to staff the ethical risks within my workplace.	1	2	3	4	5
Specific processes exist for those areas within my workplace that are associated with a high risk of misconduct and corruption.	1	2	3	4	5
I monitor staff compliance to workplace policies and processes.	1	2	3	4	5
Integrity and ethics are part of all education, training and practice in my workplace.	1	2	3	4	5
Confident professional reporting					
I encourage professional reporting in the workplace.	1	2	3	4	5
My staff act on their obligation to report serious misconduct and corruption.	1	2	3	4	5
My staff can make reports without fear of harassment, victimisation and reprisals in the workplace.	1	2	3	4	5
I act on complaints of serious misconduct and corruption when reported.	1	2	3	4	5
I take an interest in the health and wellbeing of members who make professional reports.	1	2	3	4	5

Workplace integrity practice

Ethical leadership

Ask yourself - Am I an ethical and professional leader? Is my leadership consistent with the expectations of Victoria Police?

Achieving good practice

Managers demonstrate integrity and professionalism, and serve as important role models in the organisation. Managers lead by example and take responsibility for building a professional and respectful workplace. They are motivated by public rather than private interests, and inspire a willingness in others to act ethically. Managers understand the strategic benefits of workplace integrity – and its relevance to the organisation’s capacity to achieve its objectives, to resist misconduct, and to retain quality people. Professional managers enjoy the trust and confidence of staff.

Lead by example

The ethical tone of a workplace must start at the top with managers taking responsibility for building a professional and respectful workplace. Managers must not only communicate clear messages about ethical conduct and integrity, but they must also model and demonstrate those very behaviours expected of staff. Demonstrating commitment to the values and goals of the organisation is consistent with professional leadership.

Set clear expectations

Set clear expectations at your first meeting with new staff. During induction, managers should clearly define the duties, expectations, professional standards, and responsibilities of staff. They should also reinforce the practical application of organisational documents such as the code of conduct, organisational values, and the charter of human rights and responsibilities. In other words, how these documents inform and guide behaviour in the workplace.

Applying values and human rights

Managers have an important role to play in helping members understand how the organisational values and the Charter of Human Rights and Responsibilities inform appropriate behaviours and responses in the organisation. Educate staff about what it means and what is expected to act in accordance with these principles. For example:

- **Organisational values:** to act with honesty, fairness and impartiality (integrity), to have the courage to raise integrity concerns (leadership), to support workplace changes in the interest of continuous improvement (flexibility), to be considerate of others (respect), to assist colleagues (support) and to provide high standards of service to the community (professionalism).
- **Human rights:** to treat people with respect and dignity in your interactions with them, to treat victims with care and compassion, to use the minimum amount of force necessary, to treat people in police custody humanely, to ensure that people have access to appropriate medical treatment if required, and to use your authority impartially, fairly and in accordance with the law.

Make confident decisions

Ethical leadership is characterised by transparency and accountability in decision-making. Managers should ensure that all decision-making is timely, informed by evidence, and made with regard to the values of the organisation. The Victoria Police S.E.L.F. test provides a useful model to guide ethical decision-making. Ask yourself – Will your decision withstand scrutiny? Is it ethical? Is it lawful? Is it fair?

Communicate with staff

Use weekly staff or operational meetings to communicate regularly and openly with staff about ethical conduct, integrity, and performance. For example to:

- Highlight real ethical dilemmas faced by members and their responses. Why did the situation present an ethical dilemma? What do members think about the response? How would members have responded if they were confronted with the situation?
- Generate discussion among staff about any particular ethical conduct issues. Has there been an ethics related incident in the workplace? Has the organisation introduced a new process or policy to manage an integrity related problem? Has an integrity issue been reported in the media recently?
- Identify and highlight for staff the links between individual, team and organisational performance. How has the work of the team or individuals contributed to organisational goals and priorities?
- Share information about any new Ethical Standards Department or OPI programs or initiatives. What does this mean for members? How can they get involved?

Hypothetical scenarios or anonymous case studies could also be used to draw out views and attitudes about particular situations, and how members might respond if confronted with similar situations.

Value staff

Regularly remind staff about the positive and important contribution they make to the community, and how their individual conduct helps to build and maintain community partnerships. Reinforce the importance of staff continuing to be part of their local communities and networks. For example, by maintaining contact and common interests with friends and peers, and joining or remaining members of local sporting and community groups.

Develop your skills

Maximise opportunities to develop your leadership skills in support of continuous improvement. This could include:

- enrolling in leadership courses offered by Victoria Police
- nominating yourself for internal and external working groups and committees
- identifying potential secondments or rotations to other units and sections
- undertaking further education through university, colleges and training providers.

It is important for managers to build on their learning through workplace coaching and mentoring.

Active management and supervision

Ask yourself - Do I consider myself an effective manager and supervisor? Am I proud of how this workplace is managed?

Achieving good practice

Managers are proactive in their management of staff and monitor staff performance by making use of a range of resources available to them. Effective managers know their staff and how they carry out their duties. They support the professional development of staff, and foster a continuous learning environment. Managers do not shy away from difficult discussions about staff performance, well being or integrity concerns. They take appropriate action when needed in the interests of the staff member, their colleagues, the organisation, and the wider community.

Use available management tools

Make use of available Victoria Police resources to manage staff, monitor team performance, build group cohesion and set the strategic direction of your team. Some of these resources include: Workplace Inspection Manual; My Station; ethical health planning guide; performance development assessments (PDAs); and professional development days.

Know your staff

Take an interest in your staff and be actively involved in the management of their work and how they do it. For example, know the background and work history of staff prior to their arrival at the station/unit, monitor and check the work progress of individuals, monitor compliance to policy and processes, and provide regular feedback on performance and conduct issues. Knowing your staff is about demonstrating respect and providing support in the workplace. You may also want to consider if your staff have any other skills or experience, which could benefit the team. For example, do they have any formal education or trade qualifications? Speak any second languages? Have other areas of expertise or interests?

Examine performance

A range of work performance and complaints data can help to identify potential performance and integrity issues in workplaces. For example:

- the outcomes of jobs attended by members
- the number of assault police or resist arrest charges
- use of force information
- characteristics and circumstances of complaints made against police

- leave (sick, stress, or extended leave) information.

In addition, monthly People Compstat data produced by the Human Resource Department can be used to monitor trends in regions or departments, and to help identify any potential misconduct or management issues in these areas.

Examine complaints

Complaints data can provide a useful indicator of performance and integrity concerns. While the number and type of complaints against staff will assist managers identify potential trends in behaviour, managers should also examine the findings of the complaints and the circumstances which preceded it. Consider what the trends in complaints data may be saying about your workplace. For example:

- Is a high number of complaints indicative of training issues, integrity concerns, workload issues, a dissatisfied community or vexatious complaints?
- Is a low number or absence of complaints indicative of professional performance or a community too fearful to make complaints?
- Are there certain times or certain places associated with high or low levels of complaints?
- Are there situational factors such as certain shifts or certain members working together associated with high or low levels of complaints?

Ethics and Professional Standards Officers (EPSOs) can assist managers with the provision and analysis of complaints data.

Identify potential issues

It is good practice for managers to monitor the health and wellbeing of staff, and to act on any identified concerns early. Issues associated with health and wellbeing not only impact on staff performance but they can also impact on workplace integrity. For example research has identified a number of risk factors associated with integrity issues in the workplace. Managers should be mindful of these factors, and any changes in personal circumstances that might create personal stress or additional pressure on individuals. Some of these factors include: relationship issues (such as separation/divorce, extramarital affairs), financial and lifestyle factors (such as debt, gambling, alcohol or drug use), and workplace issues (such as sloppy work practices, change in work performance, dissatisfaction with work or colleagues, secondary employment). The Ethical Standards Department (Risk and Research Unit) can prepare risk assessments on individual employees, and help to develop early intervention and support strategies. Support services provided by the Human Resource Department can also assist staff manage health and wellbeing issues.

Foster continuous learning

Managers should foster an environment of continuous learning. Use performance management processes to help identify opportunities to develop staff. For example, include measures related to professional conduct, ethical leadership and ethical decision making in staff PDAs. Relate items from PDAs to regional and departmental ethical health planning.

Be available

Make yourself available to staff. Establish open and regular channels of communication with staff to help foster trust and build confidence. Create formal and informal opportunities to discuss work performance, ethical conduct issues or other concerns.

The right people

Ask yourself - Am I confident my staff carry out their duties in accordance with the expectations of Victoria Police? Am I proud of the service they provide to the community?

Achieving good practice

The attitudes, behaviours and responses of staff demonstrate a commitment to organisational values and goals. Ethical conduct prevails in the workplace, and staff take responsibility for building a professional workplace. Staff at all levels take action when needed. They act to prevent misconduct and improper behaviour, they raise integrity concerns, and they do not support destabilising attitudes and behaviours. Staff know what the organisation expects of them, and carry out their duties in accordance with these expectations. Staff feel valued and supported in the workplace.

Promote the code of conduct

Ensure the code of conduct is available to and understood by staff.

Adopt values

Widely promote the organisational values and their meanings in the workplace. For example, generate discussion at team meetings about the application of values in the workplace, use corporate screen savers, posters in the workplace, signature blocks on emails, and workplace newsletters. Consider rotating or changing the methods used to highlight organisational values regularly.

Embed shared responsibility

Educate staff about shared or mutual responsibility in the workplace. Shared responsibility involves understanding how your role contributes to the organisation. It involves a deliberate effort to actively contribute to and support a positive and professional work environment. In other words, it's about participating in your workplace and taking some responsibility for your own and the organisation's development. For example, encourage staff to take responsibility for professional development, to raise integrity concerns, to identify ways to improve how things are done, to actively participate in team meetings and performance management, and to develop partnerships with the community.

Share community expectations

Flexibility in the workplace includes being able to respond to the needs of the community and adapting to change. Managers and staff should be active in building positive partnerships with the community. Consider inviting a range

of stakeholders - such as members of your local community and multicultural groups - to address staff about community expectations and ways to strengthen relationships.

Educate staff about ethical responsibilities

Educate staff and ensure that they understand their ethical responsibilities in the workplace – for example:

- their legal and organisational obligation to report improper conduct, misconduct and corruption
- to respond to situations with regard to the charter of human rights and Responsibilities. For example, by applying the law equally and without discrimination, by treating people with consideration and compassion, and by using force only when necessary.
- to disclose conflicts of interest, secondary employment, the receipt of gifts and benefits, and any declarable associations etc.

Encourage continuous learning

Managers and staff are responsible for personal and professional development. Promote this message in the workplace and encourage staff to take responsibility for their development and learning. For example, encourage staff to show initiative and seek out professional development opportunities. This could include nominating themselves for committees and working groups, enrolling in higher education or private training courses, and taking up secondment or scholarship opportunities.

Practice ethical decision making

Introduce scenario based training to educate staff about making ethical choices. Scenario based training and group exercises can be developed in consultation with the Ethical Standards Department, the Education Department and the Office of Police Integrity. These units can help to develop scenarios relevant to the work of particular individuals or work units.

Identify role models

Identify people within the organisation to act as role models and mentors to help staff develop ethical leadership skills. Role models could act as peer support members for staff, co-ordinate and participate in ethics based activities or organisational campaigns, or 'buddy' individual members.

Learn from mistakes

Develop a 'lessons learned' environment where staff can learn and develop from experience. This can be achieved by identifying and discussing with members how mistakes or errors of judgement could have been managed better, using scenarios to help individuals and teams develop appropriate responses to situations, discussing the findings and outcomes of investigations and anonymous case studies, and encouraging staff to reflect on any complaints made against them. The Police Integrity Initiatives Unit

and the Office of Police Integrity can provide advice on developing lessons learned activities.

Act to prevent

Acting with integrity means that staff must act with honesty and with moral strength and courage. Foster an environment where staff feel comfortable to speak up and intervene when needed. For example, encourage and support staff to get involved when confronted with ethics or integrity related issues. This includes acting to prevent colleagues from making poor or unethical decisions providing constructive feedback on conduct or performance, and not supporting negative or destabilising influences in the workplace.

Acknowledge staff

Regularly reward and recognise ethical conduct in the workplace. Rewards and recognition schemes can be formal or informal processes. For example, it may range from a personal acknowledgement or letter to an individual, presentation at a staff meeting, an announcement made through an email advisory, an article in the Police Gazette, presentation of a Chief Commissioner's award, or recognition through professional and ethical leadership awards. Professional development assessments should also be used to recognise and reward ethical leadership, conduct and integrity.

Effective processes

Ask yourself - Does my workplace have good local processes? Am I confident my staff understand and are complying with their workplace obligations and responsibilities?

Achieving good practice

Processes for identifying and managing risks in the workplace are effective, and specific attention is paid to issues which have been associated with integrity issues. Staff are aware of and understand these risks. There is a high level of compliance with workplace policies and processes. Processes are well documented, regularly reviewed, and updated in consultation with staff to meet the changing nature of policing. Integrity is not an additional learning and training component it forms part of the learning and training process. The workplace learns from its experiences.

Consult with staff

Consult with staff to review and update workplace policies and processes. This may include introducing an annual or regular staff consultation process, holding an open staff forum or inviting staff to make comments by email. Ensure policies and procedures are well documented.

Conduct risk assessments

Undertake a risk assessment in your workplace: identify potential risks to individuals, workplaces or the organisation, prioritise these risks, assess the likelihood of the risk occurring; calculate the consequences of the risk occurring, and implement ways to minimise or prevent the risk from eventuating. Guidance on conducting a risk assessment can be found in the Victoria Police Risk Management Manual.

Monitor trends

Monitor emerging ethical risks by conducting regular environmental scans. This could include monitoring local trends and issues and developing workplace responses to these potential risks.

Reinforce policies

Reinforce policies and processes for managing those issues and risks that have been associated with improper conduct, misconduct and corruption. For example:

- Receipt of gifts and benefits
- Access and release of confidential information
- Secondary employment of staff
- Declarable associations
- Conflict of interest

- Use of force.

Ensure that staff understand the issues and risks relating to each area, the policies and processes for managing these situations, their responsibilities for ensuring compliance, and where to go to for advice or more information.

Monitor compliance

Managers have a responsibility to monitor staff adherence to policies. Consider the development of local procedures or practices to assist staff to meet their ethical responsibilities and obligations. Completing an ethical health plan for your workplace will help you better manage these risks. Ethical and Professional Standards Officers can also assist in the preparation of this plan.

Conduct audits

Conduct regular workplace audits to ensure that staff are complying with their obligations under organisational policies, and that procedures in relation to risk management areas are being adhered to. Use available audit tools and checklists to ensure that your workplace is consistent with good practice. For example, the Office of Police Integrity has developed a toolkit for assessing the condition of police cells having regard to human rights, and a self-check for interacting with sex workers.

Engage support

Enlist the support of your Professional Development Committee, the Education Department, the Ethical Standards Department and the Office of Police Integrity to conduct training and education sessions on policy and risk areas for staff.

Manage exiting staff

Workplace exit processes are just as important as workplace induction processes. Good exit processes are reflective of respectful and supportive workplace. Strategies to consider as part of exit processes include:

- conducting informal exit interviews or debriefs with staff to learn more about their experiences in the team, what works well and what could be improved within the workplace
- recognising and thanking staff for their contribution to the team
- convening a farewell function for staff
- offering and providing support for future personal and professional development (for example as a mentor, coach or referee).

Include ethics and integrity

Ensure ethics and integrity are included in all workplace education, training and practice. Introduce specific ethics and integrity training for staff assigned to high-risk misconduct areas.

Use scenarios

Run a series of training scenarios or coordinated exercises to test risk management operating procedures. Consult with the Ethical Standards Department or the Office of Police Integrity to assist with the development of scenarios.

Confident professional reporting

Ask yourself – Am I confident my staff will act on integrity concerns? Am I comfortable with how integrity concerns are raised and managed in my workplace?

Achieving good practice

Staff accept their responsibility to report misconduct. They are familiar with the reporting process and are confident that something will be done about the matter. Staff are supported in the workplace, and know they can make reports without fear of intimidation, reprisal or pressure from others not to do so. A strong internal reporting culture serves to maintain high professional standards within the organisation, and contribute to its continuous improvement. Integrity concerns are managed in the interests of the individual, the organisation, and the public.

Share responsibility

Maintain and promote the key message that all staff have a responsibility to ensure the ethical health and professional standards of the workplace. For professional reporting, this includes staff having the courage to raise integrity concerns with colleagues, to report improper conduct, to support colleagues, and to cooperate with investigators.

Encourage professional reporting

All members of Victoria Police are obligated to report improper conduct, misconduct and corruption. These obligations are set out in the *Police Regulations Act 1958*, the Victoria Police Manual, and the Code of Conduct and are designed to safeguard the integrity and professionalism of Victoria Police. Consider a range of ways to promote these obligations, such as organisational posters, the intranet and the Police Bulletin. Display OPI professional reporting posters.

Enable reporting

Educate staff about the process for reporting integrity concerns. The *Police Regulations Act 1958* states that all reports of serious misconduct must be made to a member of more senior rank to the reporting member. Other avenues for staff to report include supervisors and managers, the Office of Police Integrity, designated people or units within Victoria Police departments, the Internal Witness Support Unit and Ethical and Professional Standards Officers.

Know your responsibilities

Ensure you are aware of your reporting responsibilities, and are adequately trained and skilled to support the maintenance of professional standards. For example, you are aware of the reporting process, how to manage internal reports fairly and impartially, how to protect and support staff, how to deal with negative influences, and how to manage conduct or integrity issues.

Create a safe reporting culture

Maintain a safe reporting environment in which staff feel confident to report integrity concerns. For example, let staff know that you will act on any reports of improper conduct, misconduct and corruption. Encourage and support staff by sharing stories or examples of issues that have been confronted in the workplace and the outcomes of these issues.

Monitor health and wellbeing

Managers have a responsibility to monitor the health and wellbeing of staff – especially those who have made complaints or internal disclosures about police conduct. Indicators that might suggest staff are experiencing stress or pressure in the workplace include changes in personality (such as socially or professionally withdrawn, depressed or unhappy), changes in work performance (such as a lack of motivation or interest, errors or mistakes), and absenteeism. Managers should ensure that staff are aware of and have access to appropriate support services – such as Internal Witness Support Unit - and that the confidentiality of internal witnesses is not compromised.

Support staff

All staff have a right to feel comfortable and safe in a professional and respectful workplace. Be mindful of any destabilising influences such as people who may obstruct the complaints process or people who may victimise or harass those who make internal complaints. Intervene to prevent and redress any instances of retribution, payback or harassment. It is essential that these influences are dealt with immediately and that negative attitudes and behaviours are not encouraged or supported by staff.

Reinforce the consequences for staff who may victimise, harass or bully colleagues who make complaints. This is set out in the *Police Regulation Act 1958*. Any victimisation or harassment of internal witnesses must be reported to the Ethical Standards Department.

Seek feedback

Seek confidential feedback from complainants about the reporting process – for example through an informal discussion or debrief – and respond to any identified issues. In particular, ask for feedback on your management of the matter, treatment by colleagues, and how the process or type of support could be improved for staff.

Enlist support of PDCs

Support the role and authority of Professional Development Committees to provide ethical leadership and improve professional standards within workplaces.

Review complaints handling

Review your local complaints handling processes to ensure they are consistent with restorative justice principles and the Management Intervention Model. This includes an emphasis on early intervention and performance management when dealing with complaints or misconduct issues, and supporting the Ethical Standards Department in matters involving members whose conduct is incompatible with Victoria Police.

Workplace integrity resources

OPI Online Resources

The following resources can be accessed via the OPI website (www.opi.vic.gov.au).

- *Talking about integrity: A guide for police managers*
- *Promoting Integrity Awareness - Group Activity: a Kit for Facilitators*
- *OPI Fact Sheet: Misconduct and Corruption*
- *A Fair and Effective Victoria Police Discipline System*
- *Improving Victorian policing services through effective complaint handling*
- *Policing and Human Rights: standards for police cells*
- *Interacting with Sex Workers: a good practice guide and self check*

OPI's Prevention and Education Unit can provide advice and assistance on building corruption resistance, including presentations to managers and staff. Contact the Unit at 8635 6188.

Victoria Police Resources

Listed below are some resources that members of Victoria Police may find useful. Links and contact information for each of these resources can be found on the Victoria Police intranet. For further information, please contact the Ethical Standards or Human Resources Departments.

- *Victoria Police Code of Conduct*
- *Victoria Police Code of Ethics (and SELF Test)*
- *The Way Ahead*
- *ESD Ethical Health Strategy*
- *A Guide for Regional and Departmental Ethical Health Planning*
- *Ethics and Professional Standards Officers*
- *Rights and responsibilities of Victoria Police Employees when involved in an internal investigation*
- *Rights and responsibilities of Victoria Police when speaking to OPI*
- *Lessons Learnt*
- *Internal Witness Support Unit*

Other Resources

- *The Victorian Charter of Human Rights and Responsibilities Act 2006*
www.equalopportunitycommission.vic.gov.au/home.asp
- State Services Authority (Public Sector Standards Commissioner)
www.ssa.vic.gov.au