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Whistling While They Work 2

Improving managerial responses to whistleblowing in public & private sector organisations

- Any Australian or NZ organisation with >10 employees
- *Survey of Organisational Processes & Procedures* (1st run 2016)
- ***Integrity@WERQ*** *(Workplace Experiences & Relationships Questionnaire)* survey & benchmarking package **open now**

www.whistlingwhiletheywork.edu.au

Centre for Governance and Public Policy

Enhancing knowledge of governance in Australia and globally

@WhistlingWTW

Incorporating ***Australian Research Council*** *Linkage Project LP150100386*

ASIC
Australian Securities & Investments Commission

CPA AUSTRALIA

COMMONWEALTH OMBUDSMAN

Ombudsman New South Wales

QUEENSLAND OMBUDSMAN
Standing for fairness

ibac independent broad-based anti-corruption commission
Victoria

AUSTRALIAN INSTITUTE of COMPANY DIRECTORS

TRANSPARENCY INTERNATIONAL AUSTRALIA

Australian National University

THE UNIVERSITY OF SYDNEY

VICTORIA | Institute for Governance and Policy Studies
A research institute of the School of Government

Q22. **What types of support are available for staff who raise wrongdoing concerns in your organisations?** As many as apply. (Select options shown only.)

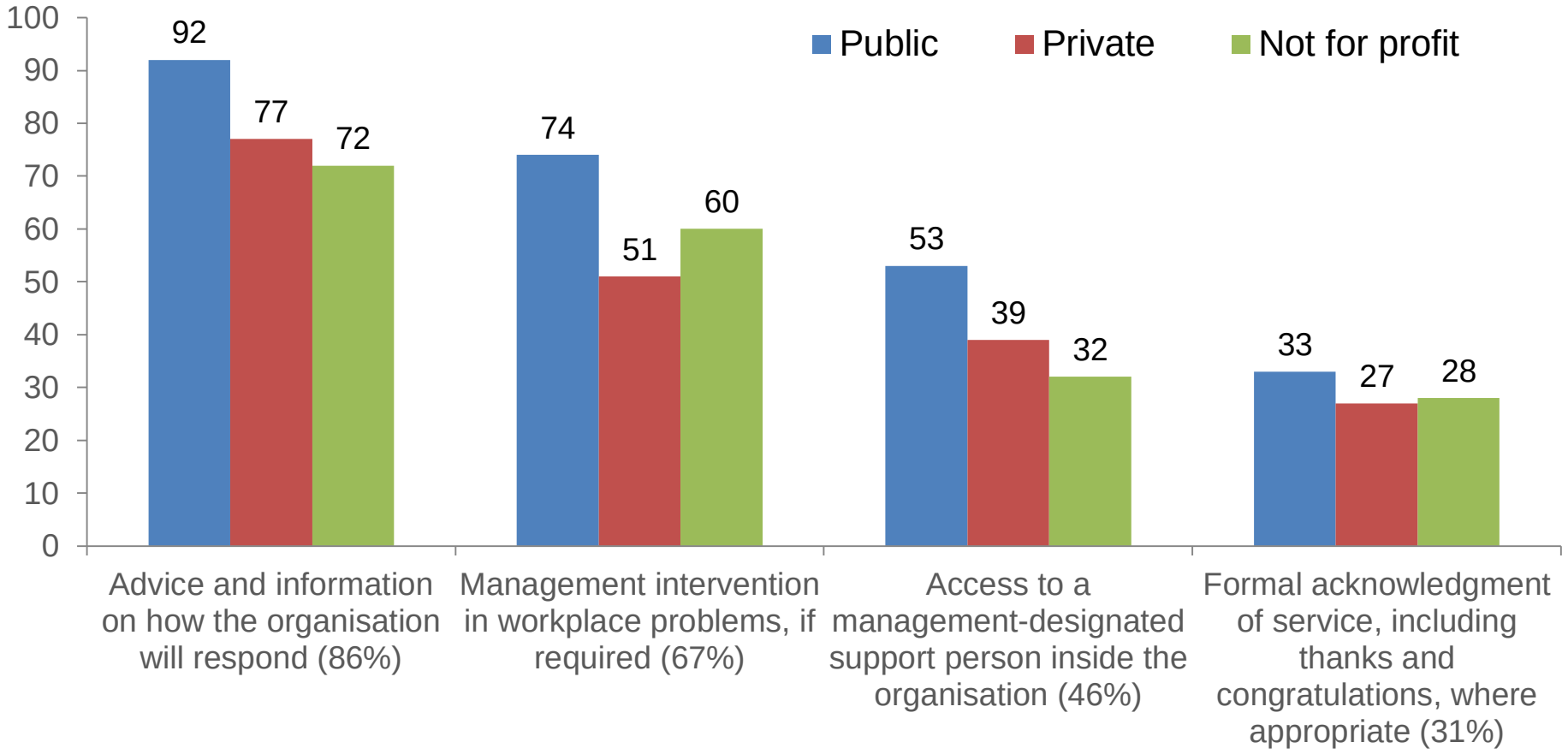

Table 7. *Ranked Mean Strength of Whistleblowing Processes Scores by Sector & Jurisdiction/Industry, showing All Ranks*
[Including breakdown by Australian State/Territory government; local government agencies included in State/Territory & NZ results]

Sector	Jurisdiction/Industry		Total score		Incident tracking	Support strategy	Risk assessment	Dedicated support	Remed-iation	
			Mean [a]	*Rank*	*Rank*	*Rank*	*Rank*	*Rank*	*Rank*	N
		All organisations - means	**5.66**		**1.76** [b]	**1.23** [b]	**1.39** [b]	**0.79** [b]	**0.49** [b]	699
Public	Aust	Commonwealth government	6.95	***1***	*1*	*1*	*1*	*9*	*2*	26
Public	Aust	Queensland government (inc. local)	6.59	***2***	*2*	*4*	*6*	*1*	*4*	54
Public	Aust	New South Wales government (inc. local)	6.37	***3***	*=3*	*5*	*3*	*7*	*7*	86
Public	Aust	South Australia government (inc. local)	6.36	***4***	*=3*	*3*	*=4*	*4*	*9*	47
Public	Aust	Victoria government (inc. local)	6.32	***5***	*5*	*2*	*=4*	*2*	*13*	58
Public	Aust	Western Australia government (inc. local)	6.13	***6***	*6*	*6*	*7*	*=5*	*6*	61
Private	Aust	Finance & insurance (inc. local)	5.71	***7***	*=7*	*8*	*8*	*3*	*10*	53
Public	Aust	Australian Capital Territory government	5.67	***8***	*11*	*=17*	*2*	*13*	*1*	7
Public	NZ	New Zealand government (inc. local)	5.51	***9***	*15*	*7*	*9*	*10*	*8*	65
NFP	Aust	Health care & social assistance	5.21	***10***	*10*	*=9*	*10*	*12*	*12*	66
Private	Aust	Other private industry	5.11	***11***	*=7*	*=9*	*13*	*11*	*11*	28
Public	Aust	Northern Territory government (inc. local)	4.92	***12***	*=7*	*14*	*17*	*14*	*3*	12
Public	Aust	Tasmania government (inc. local)	4.70	***13***	*16*	*13*	*16*	*=5*	*17*	20
Pivate	Aust	Professional, technical, administrative etc services	4.67	***=14***	*=12*	*12*	*12*	*16*	*16*	13
NFP	Aust	Arts, recreation, accommodation, food & hospitality	4.67	***=14***	*=17*	*16*	*=14*	*8*	*14*	16
Private	Aust	Agriculture, forestry, fishing, mining & construction	4.44	***16***	*=12*	*15*	*11*	*17*	*18*	19
NFP	Aust	Other NFP industry	4.15	***17***	*=17*	*11*	*=14*	*19*	*19*	18
Private	Aust	Manufacturing, wholesale & retail trade	4.02	***18***	*=12*	*=17*	*18*	*18*	*15*	35
NFP	Aust	Education & training	3.89	***19***	*19*	*19*	*19*	*15*	*5*	15

[a] range (min-max score) = **.00 – 10.00.** [b] range (min-max score) = **.00 – 2.00.** NB: colours denote range/rank

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HOW THE RESEARCH CAN
HELP YOUR ORGANISATION

Participation in the Whistling While They Work 2 project, including Integrity@WERQ, is free. General findings, lessons and recommendations for best practice arising from the research as a whole are also available for free to all participating organisations.

As an organisation participating in Integrity@WERQ, you can also get the full benefits by requesting a customised report, specific to your organisation, setting out your results on any or all of the issues below – including how you compare. The following pages provide more information on these analyses, including how to order them and relevant terms and conditions.

Customised analyses of how your organisation compares

1.0 How strong are your whistleblowing process

The strength of your organisation's processes for r
by our first stage Survey of Processes & Procedure

1. Advice, awareness & training
2. Reporting & investigation processes
3. Risk assessment, support & protection.

2.0 Integrity, culture & responses to wrongdoing

Your WERQ survey results in 8 key areas, including

1. Key aspects of your organisation's ethical cultur
2. Standard of ethical leadership in your organisati
3. Awareness and knowledge of your reporting / 's
4. Staff trust and confidence in your organisation's
5. Recent/current levels of reporting, silence or oth
   in your organisation
6. Investigation rates and outcomes for internally re
7. Quality of responses to internally reported wrong
8. Support, treatment and welfare of staff who have

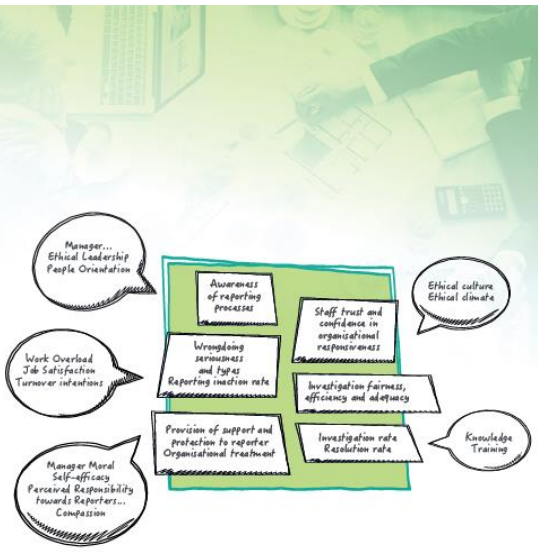
.0 How are your processes performing?

ow your reporting or 'speak up' processes are perfo
erformance mentioned above – by examining the rel
d the impacts and outcomes actually experienced b

Strengthening your processes – where to focus?

mining key factors that may further explain your org
cess performance – allowing you to identify which f

- Aspects of ethical culture and/or climate
- Standard of ethical leadership
- Other managerial skills and attributes (e.g. people
- Levels of compassion / responsibility towards staff
- Managerial knowledge and training
- Employment conditions and factors (e.g. workload,
- Other organisational conditions or pressures



How do you rate? You can find out

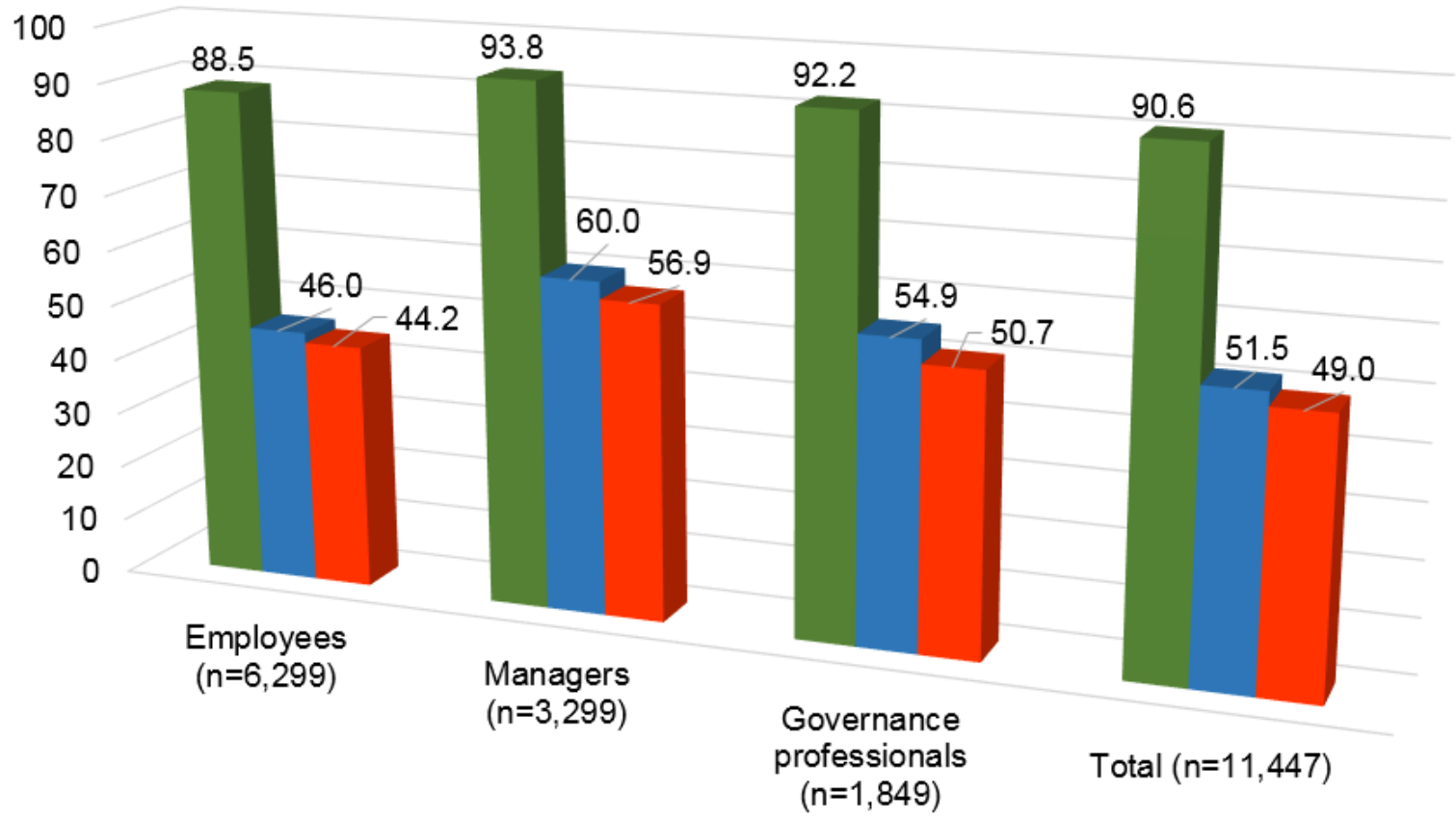
Much of the value of Integrity@WERQ lies in being able to *benchmark* your results against others. Just as we won't reveal your organisation's identity, we will not tell you who else is involved in the research – but we don't need to, to let you know how your results for 1.0, 2.0 and 4.0 above compare to:

- The same results for all organisations participating in the research
- The results for all organisations of a similar size to yours, and
- All results from the industry sector or jurisdiction most relevant to you – if data permits (that is, provided there are other organisations participating from that sector, and there is no risk these results could identify them or you).

Benchmarking is a key approach successful organisations use to improve their processes, and ultimately their overall performance. These benchmarks can help you evaluate where your organisation's results sit, which factors you need to improve to bolster your integrity processes, or, if you're already a leader, which efforts are most important to maintain.

www.whistlingwhiletheywork.edu.au
a.j.brown@griffith.edu.au

Importance of whistleblowing versus **confidence in whistleblowing processes**
in 38 Australian & New Zealand organisations (to date/work in progress)



- Importance of reporting by employees for bringing wrongdoing to light (% important/very important)
- Know what support organisation provides for employees who report (% agree / strongly agree)
- Confident something appropriate would be done if reported wrongdoing in organisation (% agree / strongly agree)

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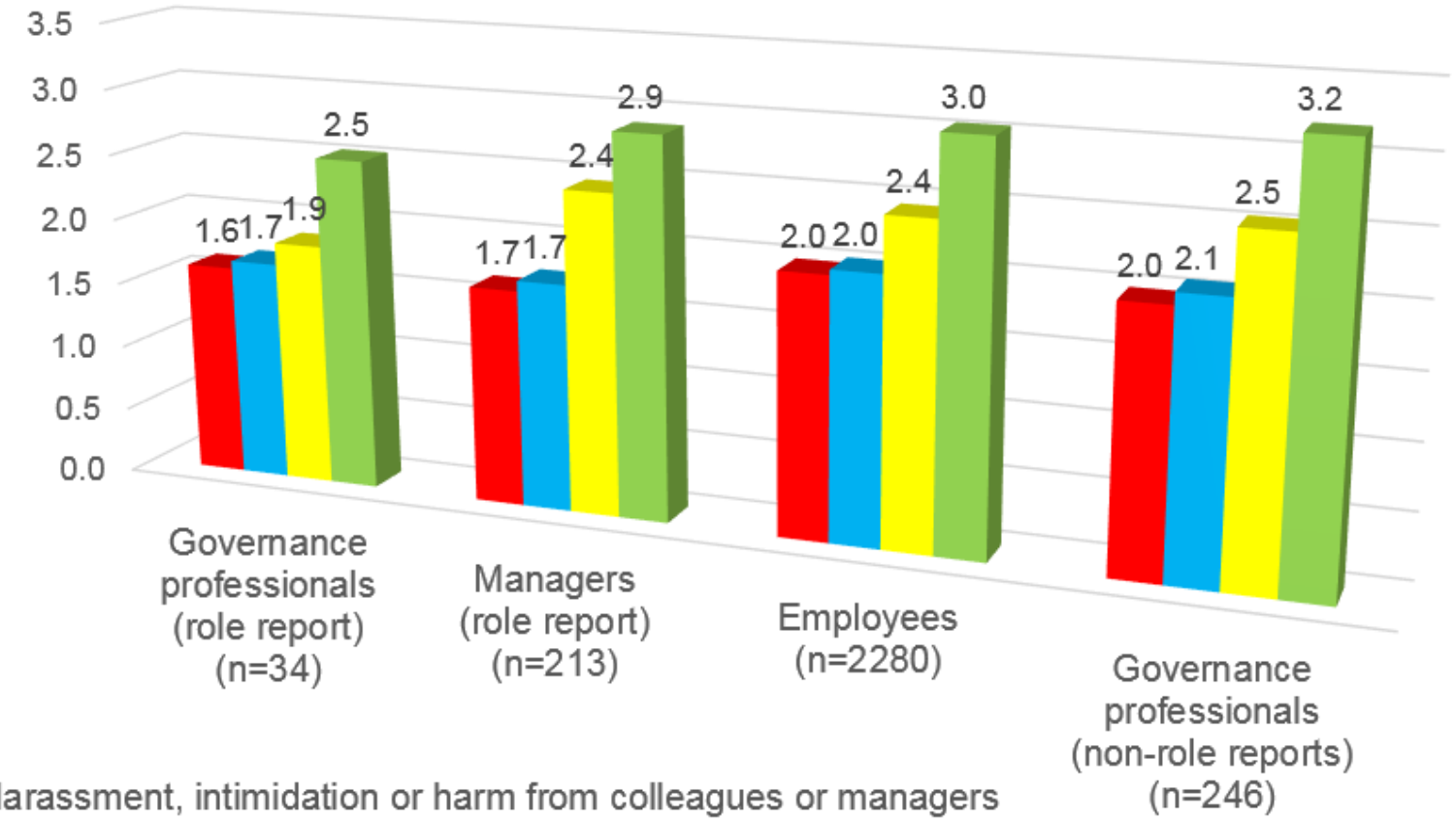
a.j.brown@griffith.edu.au

Repercussions experienced by reporters of wrongdoing

from 38 Australian & New Zealand organisations (to date/work in progress)

(means) (1 = Not at all, to 5 = A great deal)



- Harassment, intimidation or harm from colleagues or managers
- Isolation or ostracism in day-to-day dealings with colleagues
- Reductions in work performance, due to time and disruption
- Stress arising from the alleged / suspected wrongdoing or the reporting process