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Building integrity where corruption is not seen as a major problem

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- Some places are more corrupt than others.
- Corruption the norm?
- Corruption the exception?

- Transgression/ system

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Components of public corruption

- Demand exceeds supply - something of value is traded
- A motivated offender
- A concealed transaction
- A violation of law or process
- Damage to the public interest

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Corruption in:

- **Making public policy** - distorting policy directions

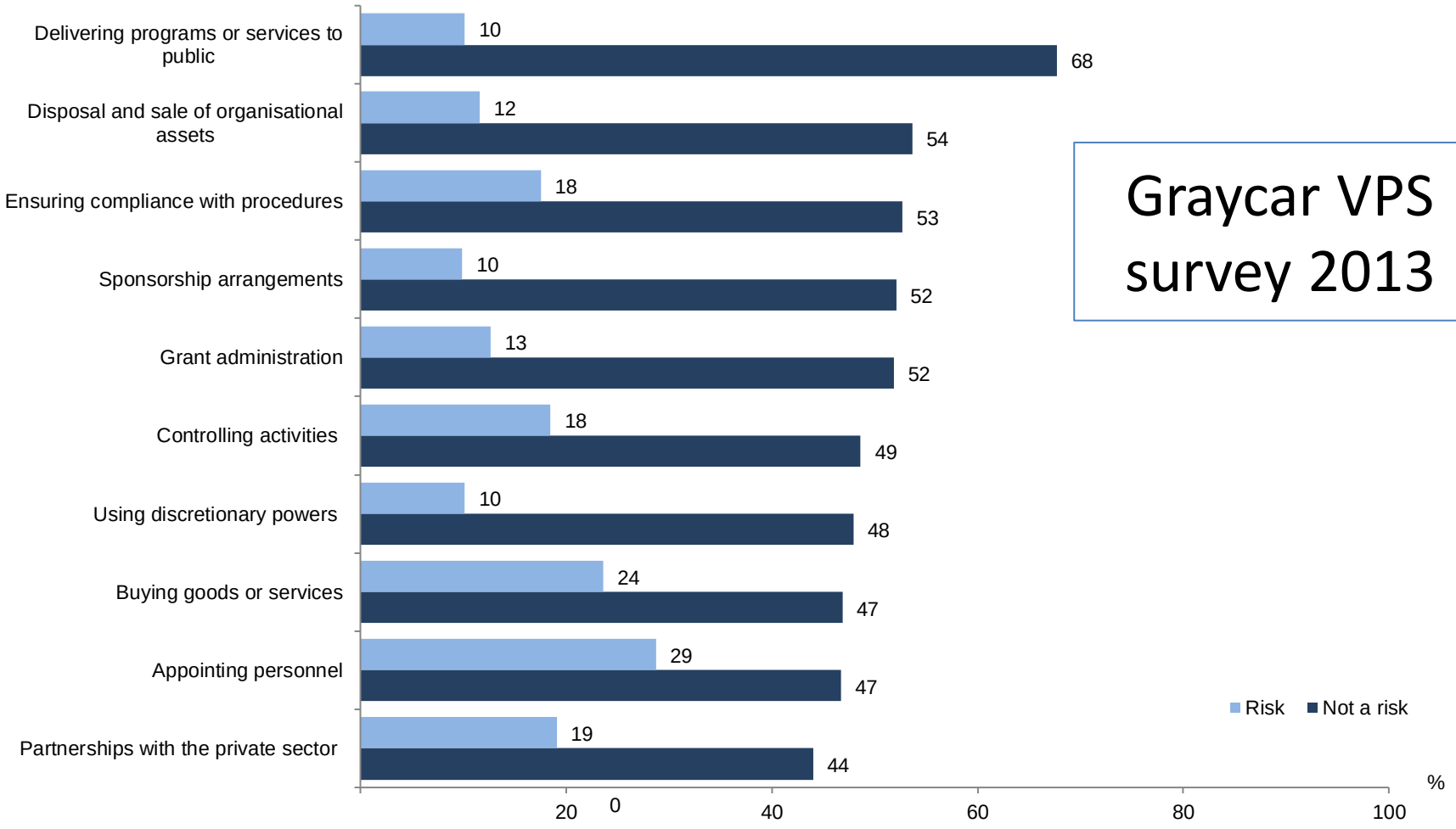
- **Implementing public policy** - distorting policy outcomes

Bribes paid for public service (%)

Source: Global corruption barometer 2013

Country	%
Sierra Leone	84
Zimbabwe	62
Kyrgyzstan	45
Liberia	75
Finland	1
Denmark	1
Japan	1
Australia	1

Perceived Risk of Corruption



Graycar VPS survey 2013

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Corruption in Department/Agency	Opportunity %	Suspected %	Observed %
Base: Total sample	839	839	839
Bribery	32	4	1
Abuse of discretion	58	28	15
Misuse of info or material	68	32	15
Conflict of interest	72	38	20
Hiring friends or family for public service jobs	53	38	25
Perverting the course of justice	16	3	2
Hiring one's own or family company to provide services	33	18	9
Don't know	3	6	4
Prefer not to say	0	1	4

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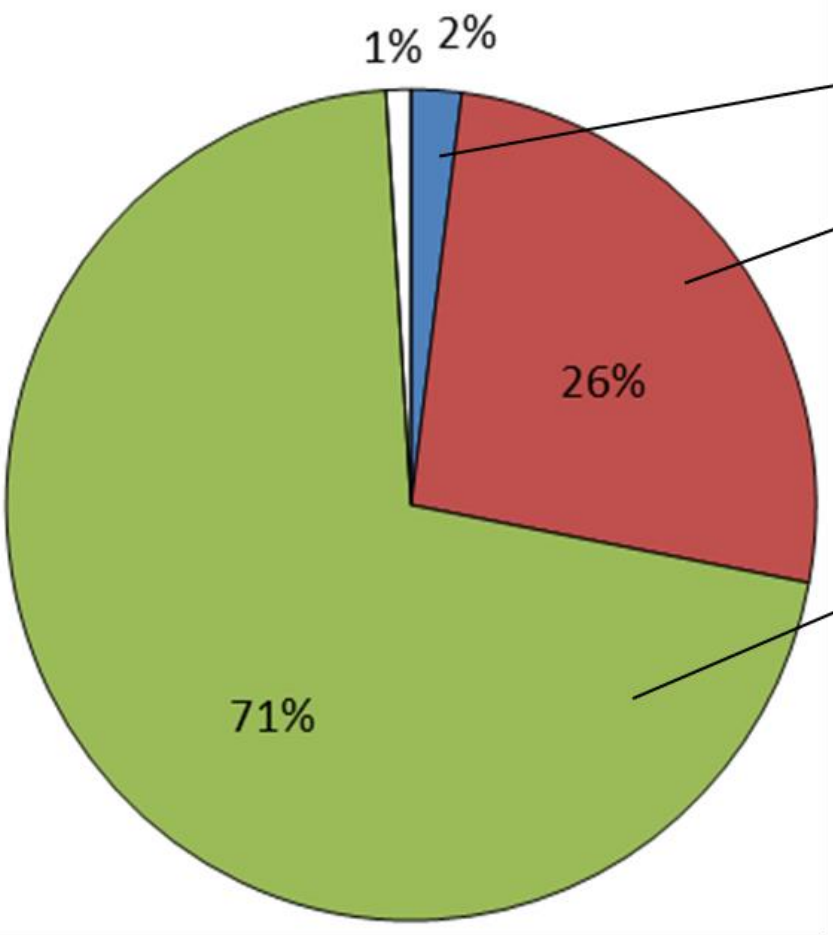
Most complaints to anti-corruption agencies in Australia are not about corruption

CCC allegations 2011-12 N= 5,912

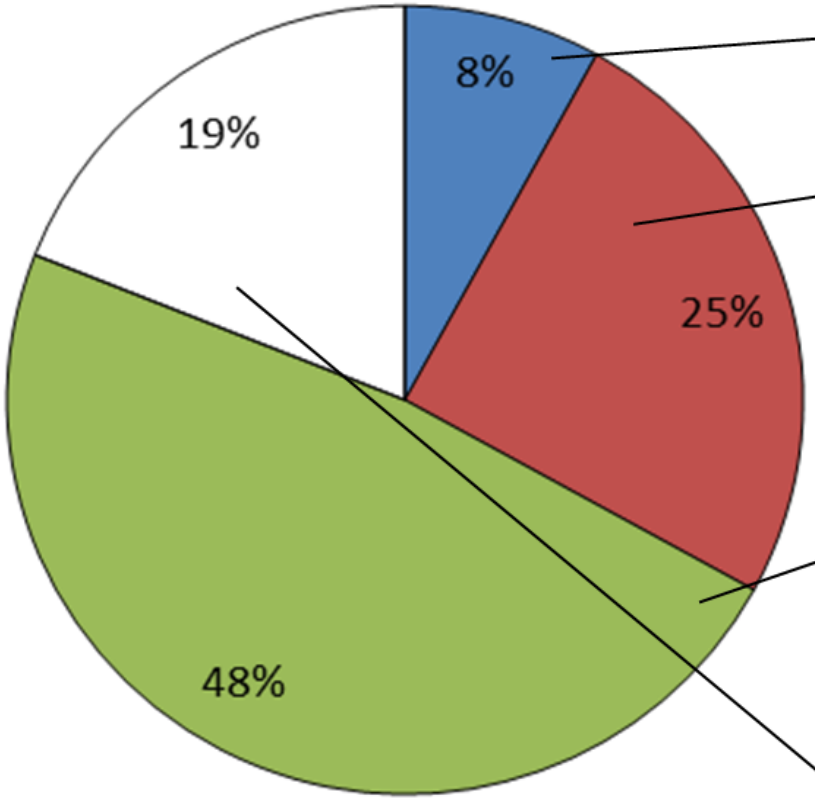


Corruption
Corrupt conduct – 2%

Maybe corruption
Breach of code of conduct/policy/procedures – 11%
Conflict of interest or improper association – 5%
Breach of confidentiality/misuse of information/improper disclosure – 3%
Fraud/falsification/fabrication – 3%
Abuse of power – 2%
Stealing/theft – 2%

Not corruption
Neglect of duty or failure to act – 35%
Assault – physical/excessive use of force – 10 %
Inappropriate behaviour – 7%
Drugs-related misconduct – 5%
Unprofessional conduct, demeanour/attitude language – 5%
Bullying/intimidation/harassment – 4%
Other – 5%

CMC allegations 2011-12 N= 12,559



Corruption

Corruption and favouritism – 8%

Maybe corruption

Police misconduct related to investigations, arrests or proceedings – 8%

Control of information – 7%

Misappropriation – 6%

Use of government resources – 4%

Not corruption

Official conduct – 18%

Assault/excessive force – 17 %

Victimisation/harassment – 7%

Demeanour/attitude – 6%

Unknown

What is being corrupted?

- event
- process
- culture

- Corrupt Individuals
- Corrupt Groups
- Corrupt Organisations
- Corrupt Societies

- Corrupt events

Different controls

Situational Measures

(Clarke and Cornish)

- Increase the effort (to behave corruptly)
- Increase the risks (of corrupt behavior)
- Reduce the rewards (of corrupt behavior)
- Remove excuses (for corrupt behavior)

Threats to integrity

- Peer culture
- Denial of responsibility/ accountability
- Rigidity
- Dominant informal actors
- Diversity challenges
- Silence

(Dobel)

Ethical decision making plays out in

- Individual values
- Managerial roles
- Organisational frameworks

Key public sector functions

- Delivery of services
- Financial management
- Resource and service procurement
- Human Resource Management
- Leadership

Prevention Matrix for Low Corruption Environments (Graycar and Masters)

CORRUPTION PREVENTION STRATEGIES

PUBLIC SECTOR FUNCTIONS

	Change the effort	Change the risk and rewards	Value integrity	Raise awareness
Delivery of services				
Financial management				
Resource and service procurement				
Human Resource Management				
Leadership				

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- Proactive measures (fill in the squares)

and

- Examine slippage points

Slippage points

- Culture
- Process
- Temptation
- Managerial incompetence/ wilful disregard

Analysis of slippage points

- Conditions
- Processes
- Detection
- Prevention