

CRIME AND
MISCONDUCT
COMMISSION



QUEENSLAND

Profiling the Public Sector - Using research to guide our education program

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Training Needs Analysis

1. Learning environment
2. Learner context
 - a. Learners
 - b. Characteristics
 - c. Needs
 - i. Complaints data
 - ii. Profiling data
 - iii. Other data
3. Assess the gap & recommendations

1 – Learning Environment

2 – Learner Context

- a) Learners
- b) Characteristics
- c) Needs
 - Complaints Data
 - Profiling Data
 - Other Data

3 – Assess the gap

Learner context

- Identify the learners
- Identify the characteristics of the learners
- Identify what the learners need

1 – Learning Environment

2 – Learner Context

a) Learners

b) Characteristics

c) Needs

- Complaints Data

- Profiling Data

- Other Data

3 – Assess the gap

Identify the learners

- ▶ Section 20 of the Crime and Misconduct Act 2001 – units of public administration
 - State government departments
 - Local councils
 - Indigenous councils
 - Boards and committees
 - Statutory government owned corporations
 - Universities
 - Queensland Police Service
- ▶ 3 groups used in the TNA:
 - Public Sector
 - Local Council
 - Indigenous Councils

1 – Learning Environment

2 – Learner Context

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3 – Assess the gap

Responding to Misconduct Survey

- 2004 and 2007
- Data collected:
 - Dealing with misconduct
 - Organisations and their functions
 - Misconduct risk areas
 - Organisations strategies
 - Relationship with the CMC
- 2007 response rate of 33.8%
- 2007 report release expected late 2009



1 – Learning Environment
2 – Learner Context
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Learner characteristics

- Key misconduct prevention strategies
 - Fraud control strategy
 - Code of conduct
 - Gift register
 - Conflicts of interest policy
- Structure of misconduct prevention units:
 - Person responsible
 - Location of unit/person
 - Reporting lines

- 1 – Learning Environment
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- 3 – Assess the gap

Complaints Data

	Public Sector		Local Council		Indigenous Council	
	Allegation	%	Allegation	%	Allegation	%
2007-08	Official conduct	23	Corruption and favouritism	27	Corruption and favouritism	40
	Assault/excessive force	12	Official conduct	21	Misappropriation (including theft)	23
	Victimisation/harassment	10	Control of information	11	Official conduct	14
	Control of information	9	Victimisation/harassment	11	Other	9
	Misappropriation (including theft)	23	Misappropriation (including theft)	7	Use of government resources	5
2006-07	Official conduct	24	Corruption and favouritism	28	Official conduct	35
	Assault/excessive force	13	Official conduct	24	Corruption and favouritism	30
	Victimisation/harassment	10	Victimisation/harassment	10	Misappropriation (including theft)	19
	Corruption and favouritism	9	Use of government resources	8	Victimisation/harassment	4
	Misappropriation (including theft)	8	Misappropriation (including theft)	7	Control of information	4

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Complaints Data

Public Sector		
	Allegation	%
2007-08	Official conduct	23
	Assault/excessive force	12
	Victimisation/harassment	10
	Control of information	9
	Misappropriation (including theft)	23
2006-07	Official conduct	24
	Assault/excessive force	13
	Victimisation/harassment	10
	Corruption and favouritism	9
	Misappropriation (including theft)	8

Public Sector		
	Allegation subtype	n
2007-08	Failure to comply with operational procedures, standing orders or Commissioner's/CEO's directives	115
	Other	71
	Professional misconduct	71
2006-07	Other	105
	Failure to comply with operational procedures, standing orders or Commissioner's/CEO's directives	97
	Inaction	58

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Most significant risk

	2007	2004
Most significant misconduct risk	Misuse of government and council resources	Misuse of public resources
	Conflicts of interest	Theft
	Misuse of information	Improper use of information
	Theft	Fraud
	Fraud	Conflict of interest

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Most significant risk – Public Sector

Profiling Data

Complaints Data

	Most significant misconduct risk
2007	Assaults and inappropriate treatment/ harassment
	Misuse of information/ release of confidential information/ breach of confidentiality
	Misuse of powers/ delegations
2004	Misuse of public resources
	Improper use of information
	Assault, abuse or neglect of clients
	Theft
	Fraud

	Allegation	%
2007-08	Official conduct	23
	Assault/excessive force	12
	Victimisation/harassment	10
	Control of information	9
	Misappropriation (including theft)	23
2006-07	Official conduct	24
	Assault/excessive force	13
	Victimisation/harassment	10
	Corruption and favouritism	9
	Misappropriation (including theft)	8

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Most significant risk – Local Council

Profiling Data

Complaints Data

	Most significant misconduct risk
2007	Misuse of public resources
	Conflict of interest
	Misuse of information/ release of confidential information/ breach of confidentiality
	Theft
2004	Misuse of public resources
	Theft
	Improper use of information
	Purchasing and tendering

	Allegation	%
2007-08	Corruption and favouritism	27
	Official conduct	21
	Control of information	11
	Victimisation/harassment	11
2006-07	Misappropriation (including theft)	7
	Corruption and favouritism	28
	Official conduct	24
	Victimisation/harassment	10
	Use of government resources	8
	Misappropriation (including theft)	7

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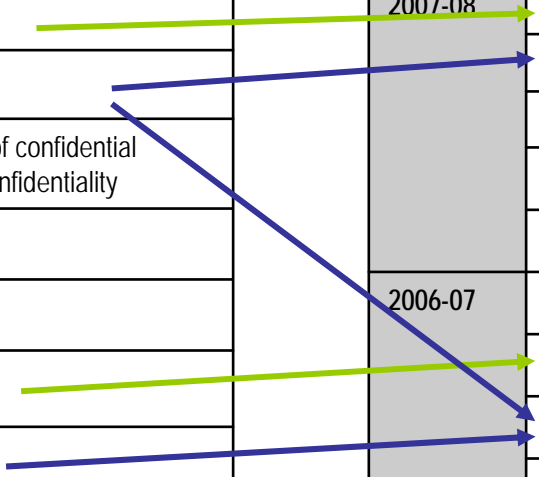
Most significant risk – Indigenous Council

Profiling Data

	Most significant misconduct risk
2007	Nepotism
	Misappropriation
	Misuse of information/ release of confidential information/ breach of confidentiality
	Misuse of powers/ delegations
	Drug use
2004	Favouritism
	Theft

Complaints Data

	Allegation	%
2007-08	Corruption and favouritism	40
	Misappropriation (including theft)	23
	Official Conduct	14
	Other	9
	Use of government resources	5
2006-07	Official conduct	35
	Corruption and favouritism	30
	Misappropriation (including theft)	19
	Victimisation/harassment	4
	Control of information	4



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Most significant risk

	2007			2004		
	Public Sector	Local Council	Indigenous Council	Public Sector	Local Council	Indigenous Council
Most significant risk	Assaults and inappropriate treatment/ harassment	Misuse of public resources	Nepotism	Misuse of public resources	Misuse of public resources	Favouritism
	Misuse of information/ release of confidential information/ breach of confidentiality	Conflict of interest	Misappropriation	Improper use of information	Theft	Theft
	Misuse of powers/ delegations	Misuse of information/ release of confidential information/ breach of confidentiality	Misuse of information/ release of confidential information/ breach of confidentiality	Assault, abuse or neglect of clients	Improper use of information	
		Theft	Misuse of powers/ delegations	Theft	Purchasing and tendering	
			Drug use	Fraud		

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Risks requiring more attention

	2007	2004
Major risks requiring more attention	Keeping records	Record keeping
	Using confidential information	Use of the internet/email/ecommerce at work
	Purchasing or tendering for goods; Tendering or contracting for services	Responding to reports of misconduct
	Policy development	Use of organisations resources, materials and equipment
	Using the organisations vehicles	How confidential information is used.

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Risks requiring attention – Public Sector

Profiling Data

	Most significant misconduct risk
2007	Using confidential information
	Keeping records
	Having a second job
2004	How confidential information is used
	Record keeping
	Use of the internet/ email/ ecommerce at work
	How staff are recruited
	Use of organisational resources, materials and equipment

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Risks requiring attention – Local Council

Profiling Data

	Most significant misconduct risk
2007	Purchasing or tendering for goods
	Councillors interacting with employees
	Tendering or contracting for services
	Using confidential information
	Keeping records
2004	Use of the internet/ email/ ecommerce at work
	Responding to reports of misconduct
	Use of organisations resources, materials and equipment

Complaints Data

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Risks requiring attention – Indigenous Council

Profiling Data

	Most significant misconduct risk
2007	Using the organisations vehicles
	Managing or recycling waste
	Promoting staff
	Using confidential information
2004	How staff are accountable for time worked
	Use of organisations vehicles
	How staff take leave

Complaints Data

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Risks requiring more attention

	2007			2004		
	Public Sector	Local Council	Indigenous Council	Public Sector	Local Council	Indigenous Council
Areas requiring most attention	Using confidential information	Purchasing or tendering for goods	Using the organisations vehicles	How confidential information is used	Use of the internet/ email/ ecommerce at work	How staff are accountable for time worked
	Keeping records	Councillors interacting with employees	Managing or recycling waste	Record keeping	Responding to reports of misconduct	Use of organisations vehicles
	Having a second job	Tendering or contracting for services	Promoting staff	Use of the internet/email/ ecommerce at work	Use of organisations resources, materials and equipment	How staff take leave
		Using confidential information	Using confidential information	How staff are recruited		
		Keeping records		Use of organisational resources, materials and equipment		

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Other data sources

- Requests for advice received
- Requests for training/presentations/workshops
- Website hits
 - Misconduct prevention portal
- Publication downloads

1 – Learning Environment

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Recommendations

- Develop an education strategy
- Targeted and tailored activities
- Develop and deliver a suite of training products on key focus areas
 - Fraud and corruption control
 - Conflicts of interest
- Develop advisory materials
- Develop an agency induction package