



Corruption Prevention

Researching how and where to intervene

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Police Integrity Commission

NSW, Australia

Second Meeting of ANCORAGE-NET – Lisbon Portugal – May 2008

Police Integrity Commission (PIC)

- Fully operational January 1997
- Functions include:
 - prevent police corruption and other serious police misconduct
 - detect or investigate serious police misconduct
- 103 staff

www.pic.nsw.gov.au

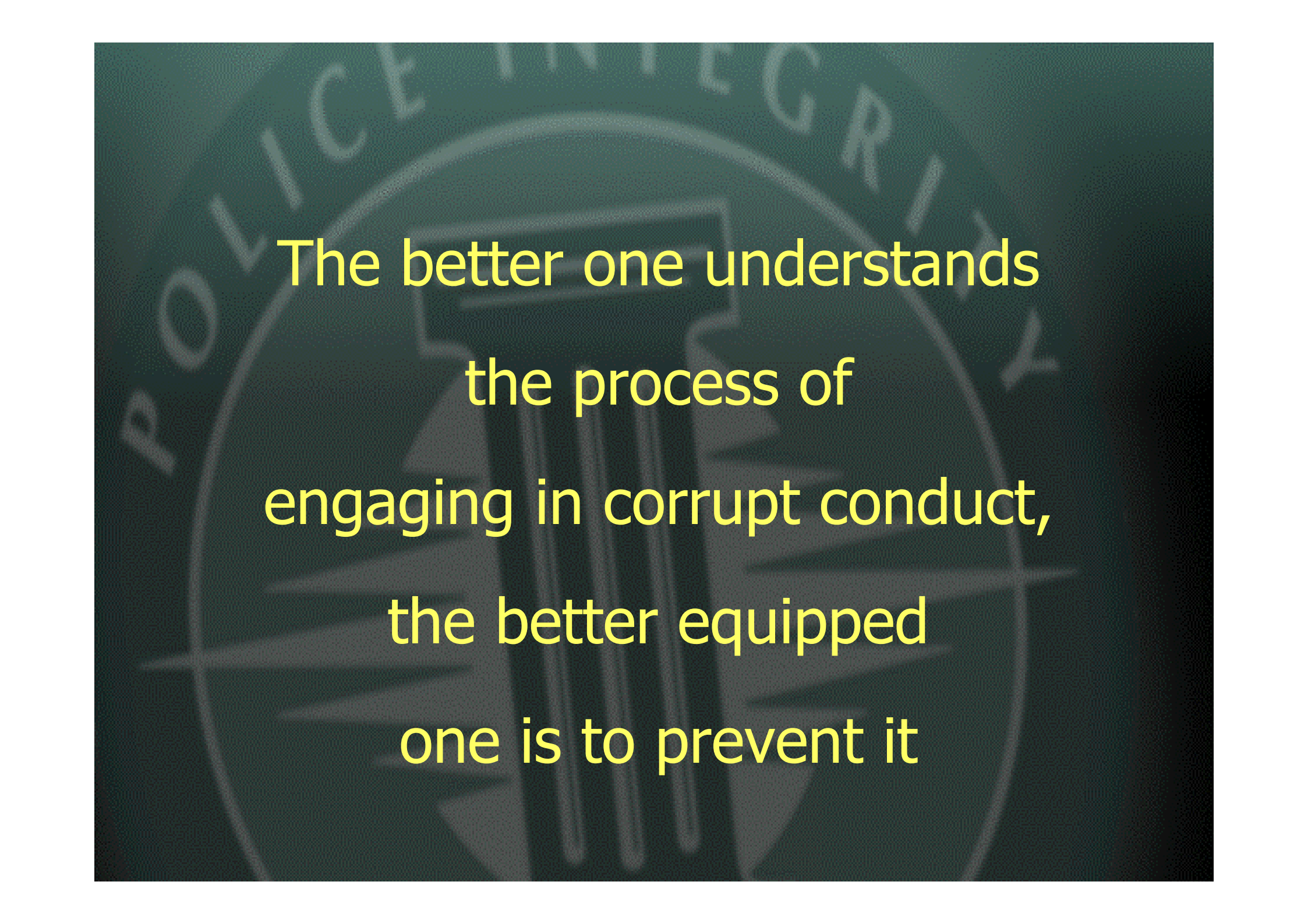


Independent Commission Against Corruption (ICAC)

- Established March 1989
- To expose and minimise corruption in and affecting NSW public sector
- To build and sustain public sector integrity
- 121 staff

www.icac.nsw.gov.au





The better one understands
the process of
engaging in corrupt conduct,
the better equipped
one is to prevent it

Research

- Systematic
- Information collection
- Designed to answer specific questions
- To provide an informed foundation for corruption prevention strategies



What research methodologies do we use?

- Surveys
- Focus groups
- Questions to agencies in other jurisdictions
- Literature reviews
- Analysis of types of allegations

Prevention

- Intervening **before** the corruption occurs
- Different types of strategies
- Tailor solutions to specific problems – do not simply add more and more rules
- Prevention should not be more costly than the corrupt conduct



5 observations

Observation 1:

Don't rely on investigations to prevent corruption

- Not all forms of corrupt conduct will become the subject of investigation
- Investigations focus on 'who', 'what' and 'when' - prevention requires information on 'how' and 'why'
- Can add value to investigations by including research component (e.g. ICAC student advisor investigation)

Example - Operation Abelia

Illegal drug use by some police officers

Project aims

1. Investigate allegations of individual misconduct
2. Improve understanding of illegal drug use by some NSW Police officers
3. Examine relevant policies to advise how to intervene to most effectively minimise illegal drug use

Observation 2:

Divide 'corruption' into its specific forms

- 'Corruption' too big to tackle unless break it into its specific forms
- Different prevention strategies are effective with different forms of corruption
- Examples:
 - 1. focus on 'corruption risks'
 - 2. focus on identified problem area

Example - Operation Abelia

Illegal drug use by police officers

Why is it a problem?

- Officer illegal drug use exposed in previous investigations
- Special role of police officer
- Obtained drugs illegally
- Makes officers vulnerable to approaches from criminals

Observation 3:

Consider your best information sources

- Different sources may provide different insights about the problem
- Consider asking 'offenders' 'how' and 'why' they engaged in the conduct & whether they thought it was 'acceptable'
- Examine employees' views
- What sorts of behaviours are rewarded?
- Where possible, learn from others

Example – Operation Abelia

Illegal drug use by police officers

What did the PIC do? (1)

Considered 'offenders' perspectives

- Private hearings with officers who had admitted illegal drug use
- Case study analysis of 81 officers found or assessed to have used illegal drugs

Considered other employees' perspectives

- Focus groups with officers and students
- Interviews with commanders

Example – Operation Abelia

Illegal drug use by police officers

What did the PIC do? (2)

Learnt from others by consulting widely

- Interviewed experts
- Liaised with 23 other police departments:
Australia, Canada, USA, UK & the Netherlands
- Contacted 9 Australian non-policing agencies
- Contacted Australian & overseas researchers
- Reviewed available literature

Transforming information into improved practices

- Interpreting the results and translating them into recommendations
- Liaising to ensure recommendations will be practical
- Following through to encourage implementation

Observation 4:

Engage stakeholders about the recommendations

- Round table discussions
- Consult regarding draft recommendations

Example – Operation Abelia

Illegal drug use by police officers

What did the research find?

Better understanding of the problem -

- Types of illegal drugs used
- Age groups and geographical areas
- How long after joining officers started to use
- Circumstances when officers used drugs
- How officers obtain their drugs
- Strategies officers use to avoid detection

Example – Operation Abelia

9-part integrated strategy

1. Communication
2. Training
3. Officer welfare
4. Deterrence
5. Detection
6. Managing officers found to have used drugs
7. Demonstrating accountability
8. Review and evaluation
9. Monitoring implementation

PIC - Operation Abelia

Observation 5:

Monitor the implementation of recommendations

- Recommendations that are monitored are more likely to be implemented

Limitations of research

- Unlikely to be cheap or fast
- Not able to answer all questions
- Requires skilled practitioners

Observations

1. Don't rely on investigations to prevent corruption
2. Focus on a specific type of corrupt conduct
3. Consider your best information sources
4. Engage stakeholders
5. Monitor the implementation of recommendations

A faded, circular seal is centered in the background. The seal features the words "POLICE INTEGRITY" in a circular arrangement around the top edge. In the center of the seal is a stylized emblem consisting of a central vertical element with several horizontal lines, flanked by two large, pointed, leaf-like shapes that resemble a compass rose or a stylized 'M'.

Questions?