ICAC•OPI

Independent Commissioner
Against Corruption

SOUTH AUSTRALIA

Office for Public Integrity

IN THEIR OWN WORDS

A SECOND REPORT FROM THE
ICAC PUBLIC INTEGRITY SURVEY 2018

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Contents

Commissioner's foreword

'In Their Own Words' is the second report to be published as a result of my Public Integrity Survey 2018.

The first report published in December 2018 dealt with the quantitative findings from a series of questions that sought to understand public officers' views about reporting inappropriate conduct, encountered corruption and vulnerability to corruption in public administration, and awareness of my office and the Office for Public Integrity.

This report examines what public officers had to say, in their own words, about the culture and practices of the agencies within which they are employed. It builds upon the findings in the first report and paints a picture of the human impact of inappropriate conduct.

The stories are sobering and in many instances shocking.

Of course a survey does not prove the truth of the comments made but does provide evidence of the perceptions of those who have participated. We do not know if the perceptions articulated in the Public Integrity Survey 2018 responses have been formed recently or over a longer period of time. Nor do we know if the perceived cultural problems are pervasive or limited to a small section of an agency, or if general ill feeling is a result of ongoing poor conduct and practices or a limited number of incidents.

Nonetheless the perceptions exist and must be considered carefully.

Survey participants from every agency spoke of perceived incidents of bullying and harassment, and nepotism and favouritism. Some responses strongly emphasised the toll those behaviours have had on the wellbeing of staff. All public officers have a right to be treated fairly and appropriately and to be safe at work.

Participants told stories of perceived flawed processes, decision making and work practices, including poor management of confidential records. I have written to the Chief Executives of a number of agencies where the survey raised specific issues of employee or patient/client confidentiality and requested they look into those claims. I also commenced a number of own initiative assessments which have resulted in a number of referrals and investigations. The Deputy Commissioner and I have communicated tailored quantitative results to the Chief Executives and relevant Ministers of the agencies identified in the survey.

The survey has produced numerous stories of fear and anxiety around reporting inappropriate conduct and practices 'I would be scared to report ….', or complete apathy about the utility of reporting 'because I don't think anything would change' and it 'is a waste of time'. Many participants spoke of being victimised for having made a report, particularly by those in more senior positions. Some participants reported consequences as significant as losing their job or their workplace becoming so untenable that individuals felt compelled to leave.

There should be no risk to those who speak up about inappropriate conduct.

As was said in my 2013-14 Annual Report, a public authority should not aim at the outset to minimise the seriousness of the conduct, diminish responsibility for inappropriate conduct or camouflage poor systems or procedures for the purpose of ensuring the best 'look' for an organisation. Those who conduct a superficial internal investigation directed towards minimising reputational harm to an organisation are acting inappropriately and irresponsibly. When concerns are raised about potential corruption, misconduct or maladministration the overarching focus should be in determining the truth and minimising opportunities for further corruption, misconduct or maladministration.

Public officers who are prepared to report inappropriate conduct and practices play a vital role in protecting and strengthening an agency's integrity. If public officers were confident that their report would be appropriately considered and they did not fear losing their job or becoming a potential target for retaliation, they would be more likely to share their concerns and feedback which would be to the benefit of public administration in general.

The introduction of the *Public Interest Disclosure Act 2018* (PID Act) requires agencies to ensure they have appropriate procedures in place to receive disclosures from informants and provides protections for informants who make an appropriate disclosure. However, the PID Act alone cannot breach the confidence gap that potential informants currently have in respect of reporting matters that should be reported which means that all agencies must develop a strong integrity culture.

I hope that those engaged in public administration read the words and stories of public officers in this report to understand the impact that perceived integrity issues are having on public officers. These words and stories should act as a catalyst to examine the integrity culture within public administration and implement change as necessary.

I am grateful to Adam Harrison of my office for his invaluable assistance in the preparation of this report.

Participants, approach and report structure

Participants

The ICAC Public Integrity Survey 2018 was conducted to better understand state and local government employee's attitudes and perceptions towards corruption and inappropriate conduct.

The survey was 'live' from 4 April – 4 May 2018 and 12,656 public officers provided responses. No questions were mandatory and not all responses were complete.

A report discussing the quantitative findings was released in December 2018.[1] This report explores the qualitative findings and, when relevant, refers to specific agency quantitative findings to provide context.

To ensure the survey was not overly burdensome there were limited questions inviting a written response. The primary qualitative question was the last question of the survey:

> **'Do you have any other comments you would like to make regarding the points raised in this survey?'**

Two other questions with a qualitative component were:

> **'In your work for the State or Local Government have you personally encountered any of the following corruption or inappropriate conduct, in the last five years?'**

> **'Considering your current workplace's practices and policies, how vulnerable do you think your workplace is to the following corruption or inappropriate conduct?'**

Both questions provided a list of 14 types of conduct, the last option being 'Other' conduct, which then invited a description. Some participants took the opportunity to provide more detailed descriptions of behaviours they had encountered or to express their views.

A total of 2,064 participants provided usable written responses to one or more of these questions.[2]

As part of the broader survey, participants were asked to identify the agency in which they worked from a list of seventeen agencies or agency groups. Smaller agencies were typically excluded to ensure the privacy of participants. Subsequent machinery of government changes have resulted in title and composition changes to some agencies. Please see Appendix one for a list of those agencies with changed titles.

1: See ICAC Public Integrity Survey 2018 South Australia: https://icac.sa.gov.au/research-reports.
2: Feedback such as '*', '~', 'N/A', 'No thanks' etc is excluded from this total.

AGENCY BREAKDOWN

A breakdown of participants who provided qualitative responses by gender and agency or agency group is shown in Table 1.

TABLE 1. PARTICIPANTS PROVIDING QUALITATIVE FEEDBACK BY AGENCY	GENDER[1]			TOTAL	% QUALITATIVE RESPONSES[2]	% OF FULL SURVEY[3]
	FEMALE	MALE	OTHER / UNKNOWN			
SA Health (Department for Health and Ageing or Local Health Networks)	379 (67.0%)	181 (32.0%)	6 (1.1%)	566	27.4%	24.0%
Department of Human Services	74 (51.4%)	68 (47.2%)	2 (1.4%)	144	7.0%	5.9%
South Australia Police (SA Police)	38 (29.2%)	92 (70.8%)	-	130	6.3%	5.5%
Department of Planning, Transport and Infrastructure	35 (32.4%)	70 (64.8%)	3 (2.8%)	108	5.2%	4.7%
Department for Education	69 (73.4%)	25 (26.6%)	-	94	4.6%	4.5%
Department for Child Protection	65 (71.4%)	26 (28.6%)	-	91	4.4%	4.2%
Department for Correctional Services	52 (44.4%)	65 (55.6%)	-	117	5.7%	4.2%
Attorney-General's Department	70 (58.3%)	46 (38.3%)	4 (3.3%)	120	5.8%	4.1%
Department of the Premier and Cabinet	48 (61.5%)	29 (37.2%)	1 (1.3%)	78	3.8%	3.5%
Department for Environment and Water	30 (50.0%)	28 (46.7%)	2 (3.3%)	60	2.9%	2.9%
Department of Primary Industries and Regions	14 (28.6%)	34 (69.4%)	1 (2.0%)	49	2.4%	2.9%
Department for Innovation and Skills[4]	36 (53.7%)	31 (46.3%)	-	67	3.2%	2.7%
Emergency Services (excluding SA Police)[5]	25 (46.3%)	29 (53.7%)	-	54	2.6%	2.0%
Department of Treasury and Finance	14 (58.3%)	10 (41.7%)	-	24	1.2%	1.3%
Courts Administration Authority	12 (60.0%)	8 (40.0%)	-	20	1.0%	0.8%
State Government - Other	99 (56.6%)	74 (42.3%)	2 (1.1%)	175	8.5%	10.5%

TABLE 1. PARTICIPANTS PROVIDING QUALITATIVE FEEDBACK BY AGENCY	GENDER[1]			TOTAL	% QUALITATIVE RESPONSES[2]	% OF FULL SURVEY[3]
	FEMALE	**MALE**	**OTHER / UNKNOWN**			
Local Government	79 (48.8%)	83 (51,2%)	-	162	7.8%	7.8%
Unknown	2	-	3	5		
TOTAL	**1,141**	**899**	**24**	**2,064**		

1: Percentages are based on the total number of participants who provided qualitative feedback for each agency or agency group.
2: This is based on percentages of respondents who provided qualitative feedback from each agency or agency group.
3: This is based on all survey participants, including those who did not provide qualitative feedback and/or did not identify their workplace.
4: In the first survey report, the Department for Innovation and Skills was titled the Department for Industry and Skills.
5: Emergency Services is an amalgam of three different agencies (Country Fire Service, SA, Metropolitan Fire Service SA, and State Emergency Services, SA).

OTHER **1.2%**

MALE **43.6%**

GENDER

FEMALE **55.3%**
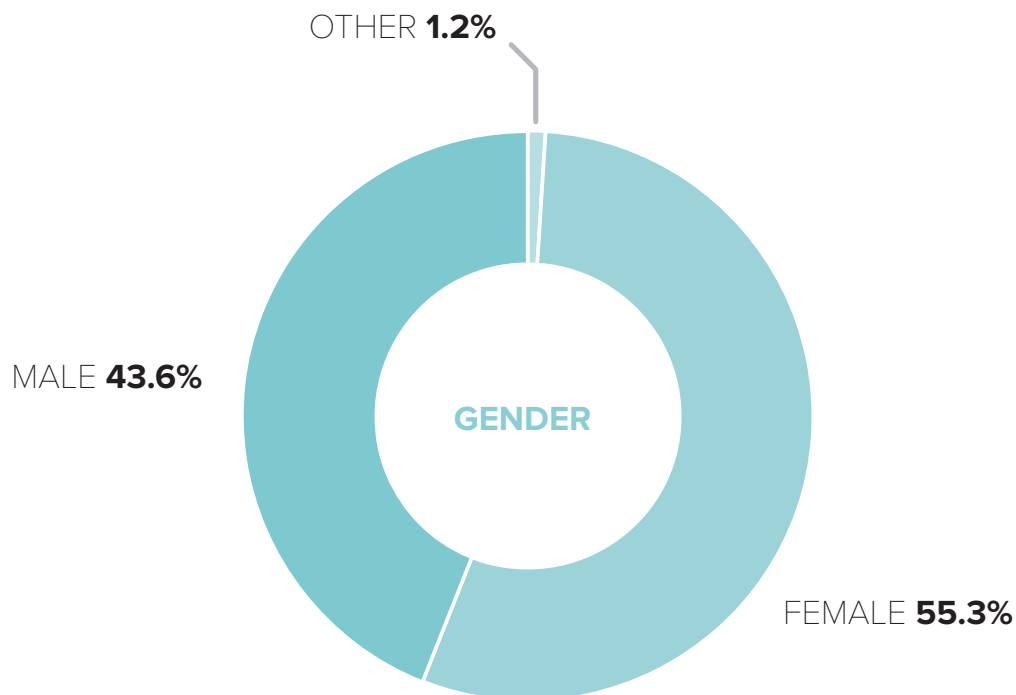
Approach

Qualitative responses were coded according to the issue to which they related (refer to Appendix one for an explanation of the process adapted) and the results were grouped into related themes.

A review of the data identified whether particular responses seemed more common from participants from some agencies (as a proportion of the total number of participants from that agency who provided qualitative responses) or by gender. Due to the often small numbers of participants raising certain issues from some agencies, it is difficult to definitively say if responses were more common or not. Hence, only more marked situations are highlighted in this report and these should be considered 'suggestive' of such differences.

Numerous direct quotes are provided in this report.[3] Reflecting our commitment to maintaining the privacy of participant's responses, these quotes may have been redacted to ensure the participant cannot be identified. In some cases, evocative and thought-provoking comments could not be published in this report as they were both lengthy and tended to reveal the participant's identity or circumstances.

CAVEATS

The content of this report must be considered in light of the following:

▶ The primary qualitative question was voluntary and completely open. Therefore, participant responses are not necessarily representative of the broader public sector or particular agencies or necessarily reflective of the prevalence of particular issues.

▶ Non-mandatory questions that invite open feedback are typically more likely to elicit responses from people who have had negative experiences or a current grievance so the feedback may be skewed as a consequence.

▶ The feedback at times referred to conduct that may have occurred several years prior and may not necessarily reflect current experiences within public administration.

▶ Participant responses do not necessarily describe how frequently inappropriate conduct may be occurring.

▶ The qualitative feedback may at times seem to conflict with the quantitative responses. It is reasonable to suggest that this may relate to particular negative events or behaviour occurring in specific workplaces or units. Consequently, more people in that particular area may provide written feedback, potentially inflating the perceived frequency of an issue. Additionally, as already discussed, the behaviour described may have occurred in the past. The quantitative feedback was limited to experiences in the previous five years. This may also potentially contribute to any disconnect.

▶ As with all surveys of this type, feedback describes individual's perceptions. This may not necessarily reflect the true state of affairs.

3: Quotes have not been corrected in any way and contain many typographical errors. For the sake of brevity the traditional use of [sic] to highlight such errors has not been used. Descriptions of acronyms or explanatory text has occasionally been added in square brackets.

Whilst acknowledging the limitations mentioned the qualitative feedback is still highly valuable. The feedback received and some of the experiences described was, at times, shocking and further serves to reinforce a range of issues and humanise some of the problems experienced by people employed in public administration. Feedback of this type also provides insight to the potential severity and specific nature of issues occurring in public administration which the quantitative feedback does not.

Report structure

The report is divided into four sections:

▶ **Inappropriate conduct:** participant's experiences with various forms of inappropriate conduct or corruption.

▶ **Reporting:** participant's willingness to report concerns and perceptions of the consequences and utility of reporting.

▶ **Perceptions of organisations:** participant's views of their agency's approach to integrity and their agency culture.

▶ **Training:** participant's experiences and views on their agency's provision of training and training needs.

INAPPROPRIATE
CONDUCT

Inappropriate conduct

Many participants described witnessing a diverse array of poor behaviour and associated conduct within their organisation or public administration. These conduct issues have been roughly grouped into related topics.

Bullying and nepotism

The most frequently reported conduct was bullying and harassment. A total of 353 participants from every agency specifically mentioned issues of bullying or harassment:

The bullying, nepotism and favoritism within this organization is at a level I never expected to experience. It really has been a very disappointing journey.

A bullying culture currently still exists in this Department at a senior level

So much staff bullying, promotion of friends, and people in leadership positions with very low integrity who don't lead they bully and promote friends to protect them

[redacted] would have to be the worst place where I have encountered bullying and harassment.

My manager asking me for sex

There is strong bullying and harassment taking place in this Agency and many (including me) are too fearful to make a report.

The Public Sector Values are not applied with any rigour eg bullying and harassment. In my experience the victim is blamed and simply further humiliated.

1. Executive ordering the following and putting together a list of staff 50 and over to target. 2. Bullying staff to take TSVPs [Targeted Voluntary Separation Packages] 3. Victimization of staff so they leave

Bullying is rife in this organisation particularly from Managers. At this level I'm hesitant to report this as I think it would probably make matters worse not better.

> I am appalled at [redacted] has been able to bully and intimidate subordinate staff for most of his career and to have gotten away with it by the dept. It still goes on to this day.
>
> Unfortunately [redacted] turns a blind eye to it's BULLIES - senior members are promoted or sent to the country but the bullying continues.
>
> Open verbal abuse of staff and patients in earshot of staff and the public. Associated belittling of staff with no opportunity to defend false accusations or provide information that would change the perceptions. No apology by manager when proven wrong. No defence by senior staff when they were at fault. Open loud verbal abuse of patients by then manager

Many participants described experiences or work cultures marked with bullying and harassment. Some of the more graphic examples of bullying could not be included as they would likely reveal the participant's identity. The responses further reinforce the survey's quantitative findings, where 44% of participants had personally encountered bullying and harassment in the last five years and 35% felt their organisation was highly or extremely vulnerable to bullying and harassment.

Bullying and harassment was raised more frequently in the qualitative responses by participants from the Attorney-General's Department, SA Health, the Department for Education, the Department for Child Protection, the Department of Human Services and the Department for Correctional Services.[4] Whilst the number of respondents from the Courts Administration Authority is quite low, seven out of the 20 raised bullying and harassment.

When considering quantitative responses this list includes several of the worst performing agencies in relation to encountering bullying and harassment (see Appendix two). Bullying and harassment had been encountered by 43% of Attorney-General's Department, 51% of SA Health, 41% of Department of Education, 53% of Department of Child Protection, 44% of Department of Human Services and 57% of Department for Correctional Services participants. Bullying and harassment was encountered by 37% of Courts Administration Authority participants.

Bullying was also more likely to be raised by women participants. This may not necessarily mean that men were less likely to encounter bullying, they may view the behaviour differently or may be less likely to raise it.

The qualitative feedback should serve as a catalyst for agency executives to talk with their staff, determine the nature and extent of any systemic bullying issues and implement strategies to address.

4: Here and throughout the report, agencies are listed in order of those most frequently raising an issue in the qualitative data to those raising an issue least frequently.

Favouritism and nepotism was also a strong theme, reported in broad terms by 181 participants:

> In [redacted] there is widespread nepotism and favours done you could cut it with a knife. Bad decisions /failures are hidden from others.
>
> I also nearly resigned due to corrupt work behaviour and favouritism.
>
> Very recently, I have seen a clear case of nepotism/favouritism
>
> Its not what you know, its who you know.
>
> I would like to think that we all have a say but there is too many areas where nepotism and hierarchy will come in above and tell you that you will not make that choice
>
> I am happy working for [redacted] but the level of corruption and nepotism is de-moralising.Nepotism, favouritism occurs daily to those close to the inner circle, whereas those who are on the outer are ostracised and blocked from opportunities.

A total of 275 participants raised issues of favouritism and poor practice in relation to employment and hiring decisions:

> Mates of managers are put into management positions who are useless and cannot do that job. This makes the whole place a joke. No one will report this as it is not hard to work out who has complained
>
> I have witnessed people employed based on who they know and not on merit or a fair processes for all candidates
>
> my biggest concern is the overwhelming nepotism I have witnessed when promoting people into leadership roles. Personal networks are engaged to facilitate the appointments rather than following the prescribed process where skills and experience are scrutinized.
>
> What has concerned me most in recent years is job appointments being made based on personal bias, while going through the motions of 'merit selection'.
>
> The nepotism/favouritism that I refer to is about men being promoted over women - this is often said in this organisation by other middle management women.

> UPPER MANAGEMENT CICUMVENTING NORMAL SELECTION PROCESSES TO PUT PEOPLE IN POSITIONS WHO ARE NOT SUITED OR HAVE NOT GONE THROUGH THE APPROPRIATE APPLICATION CHANNELS. PEOPLE BEING MADE PERMANENT IN POSITIONS WHO ARE NOT AS HIGHLY SKILLED AS OTHERS AND WHO HAVE SOME RELATIVE IN A POSITION OF POWER WHO HAVE A VESTED INTEREST IN SEING THEIR FAMILY MEMBER SECURE EMPLOYMENT
>
> People with far better education, certificates are passed over for mates.
>
> At least 6 people have been employed over the past six months who are related to [redacted] and or are her friends

General favouritism was raised most frequently by participants from the Department for Correctional Services and the Department of Human Services. Concerns with hiring issues were raised most frequently by participants from the Department of the Premier and Cabinet, the Department for Education, and the Attorney-General's Department.

These points reflect a common theme in the quantitative data, with nepotism and favouritism being encountered by 42% of participants in the last five years and 34% feeling their organisation was highly or extremely vulnerable to this conduct. When examining agency responses this issue was raised most frequently by participants from the Department for Correctional Services (55%), the Department for Child Protection (51%) and SA Police (48%).

Favouritism and the failure to follow appropriate hiring practices are clearly areas of concern for public officers across public administration. Hiring issues were not specifically highlighted in the quantitative question concerning encountered corruption or inappropriate conduct.

It is interesting to note that the qualitative feedback highlighted the Department of the Premier and Cabinet as having potential issues with poor hiring practices yet the quantitative data on encountering nepotism and favouritism ranked this agency fourth most positively (Appendix two). This could imply that some participants may not have considered poor hiring practices when responding to whether they had encountered nepotism and favouritism. Eliciting specific feedback on hiring practices or specifying that nepotism and favouritism includes such behaviour may be an option for future surveys.

Financial issues

Financial mismanagement, misconduct, theft or fraud was raised by 149 participants:

> misappropriation of public funds by stealth
>
> frauding of On-Call allowance for [redacted] from 2010
>
> Psychiatrists and Paediatricians charge medicare for public patients (double dip). they say its in their enterprise bargaining agreement and therefore they can, but no one monitors this or has power to tell them which clients to prioritise for service e.g. the consumer who doesn't produce a mental health plan (so they can claim medicare) or the consumer that does produce the mental health care plan allowing them to double dip.
>
> witnessed a senior staff member removing drugs from a trolley in the resus room
>
> Also, large amounts of leakage from Govt (Cabinet) Mandated contracts.
>
> some practices at work appear to not be following proper process, authorising expenditures not within budget, appointing staff through HR and at pay rates not relevant to the job, but concerned about repercussions if reported
>
> I know of a staff member who has personally stolen [redacted] over some years by saying the person was working over time, claiming sick leave when the person had no leave, claiming ARL when the person had no ARL. Eventually the person got caught and absolutely nothing got done about it because HR wanted to keep their reputation clean. State of understanding of privacy and aspects of financial appropriateness is abysmal

Men were more likely to raise financial issues as were participants from the Department for Innovation and Skills, the Department of Human Services and the Department of Planning, Transport and Infrastructure.

The misuse or mismanagement of public funds should be a concern for all agencies.

Thirty nine participants spoke of public officers modifying time sheets or being paid for hours that were not worked. This appeared to be more commonly reported by participants from the Department for Correctional Services:

> Signed off her timesheet as being at work even when she was off sick for the day.
>
> consultants are paid for more hours than they work and there are discrepancies with how they can double dip with private and medicare
>
> Don't know if this is covered in the survey but people falsely recording times on their timesheet i.e. reporting finishing work later than they actually did.
>
> Falsifying personal flexitime sheets to gain extra hours and failing to submit leave forms when taking days off work
>
> A Certain Manager turns a blind eye to a staff members..Giving toil when the hours have not been worked.And gives favourable treatment due to there close friendship

When considering the quantitative data, financial misconduct, theft or fraud (excluding procurement) was encountered by 10% of participants. When examining agency responses this was encountered most frequently by participants from Emergency services (22%), the Department for Correctional Services (15%) and the Department of Human Services (13%). This shows some synergy between the quantitative and qualitative results with the Department for Correctional Services and Department of Human Services being highlighted in both sets of data. The Department of Planning, Transport and Infrastructure was ranked eighth most positively amongst agencies (10%) in the quantitative data on this point. However, considering the qualitative feedback and the large expenditure projects overseen by this Department it may be in the Department of Planning, Transport and Infrastructure's best interest to review its practices and consult with staff as to where they perceive waste or misuse of funds to be occurring.

Flawed processes / decision making

Responses were received that described seemingly flawed processes or decision making which likely contravenes government guidelines and is not in the public interest.

A failure to follow legislation, policy or procedure was noted by 125 participants. This was often in relation to other behaviour identified by participants (for example, issues with inappropriate hiring or procurement practices):

Destroying corporate documents without appropriate approval.

...fails to follow own policies and procedures and currently breaching Work Health and Safety Legislation

Making concessions or favourable grants to organisations based on personal interest without following the due process.

Within the last 5 years I have seen maladministration which seems to have common causes of ignorance (wilful or otherwise) of legislation; laziness and then defensiveness in correcting the situation.

A [redacted] consultant was recently appointed at [redacted] who was not a permanent resident and did not have a visa, despite good local candidates. There are policies in place to stop this, yet it happened.

These issues were seemingly raised most frequently by participants from the Department for Education, the Department of the Premier and Cabinet, the Department for Innovation and Skills and SA Health. There were no quantitative questions specifically addressing a failure to follow legislation, policy or procedure so it is unknown how prevalent perceived breaches may be across public administration or its impact.

Sixty seven participants reported various activity which could be described as falsifying information:

> Managers also refuse to fill out log sheets (or refuse to fill them out correctly) leading to admin staff having to fabricate log sheets to send in for tax compliance.
>
> cutting and pasting risk assessments from day to day (e.g having stated a patient had been sighted when this patient had absconded and [redacted]
>
> finance teams are used to cover up millions of dollars of variations being transferred to projects and sites that were not allocated funding
>
> Providing jobs for friends/ relatives/ children of relatives and getting staff where no job was advertised and staff were asked to sign off that there had been a competitive process.
>
> Selective reporting of data by management to look better
>
> Falsifying an audit so not to fail

Responses of this kind appeared to be more common amongst Department for Education participants.

Survey participants were asked whether they had encountered incidents of falsified information and 11% of participants agreed that they had. Such responses were most frequently from participants in the Department for Correctional Services (25%), the Courts Administration Authority (16%), SA Police (14%) and the Department for Child Protection (14%). The qualitative feedback helps contextualise the potential dangerous consequences of falsifying information.

Perceived conflicts of interest in decision making was described by 58 participants:

> I am aware of other junior staff who approached me regarding a potential conflict of interest matter, involving tens of thousands of dollars regarding a senior manager directing organisational funds for training courses in which he was a director/teacher/financial beneficiary to.
>
> Conflicts of interest were hand-waved away, or managed in a way that suggested that senior staff didn't feel that the issue was improper (running a side business during core hours on business assets).
>
> Undeclared conflict of interest between staff and industry body
>
> ...stacked with a combination of political appointments and industry beneficiaries (who regularly make policy decisions that they benefit from)

Such issues were more commonly raised by men and appears to be more commonly raised by participants from the Department of Innovation and Skills and the Department for Environment and Water. Conflicts of interest were raised more frequently in the quantitative component of the survey, being encountered by 28% of participants. Conflicts of interest were encountered more often by participants from the Department for Correctional Services (42%), the Department for Child Protection (32%) and SA Police (32%).

It is inevitable that conflicts of interest will occur. However, they must be identified and appropriately managed.

Twenty participants described issues with poor procurement processes:

> Probity breaches in procurement are not uncommon here. Usually because of lack of resources, or ignorance of correct probity practice.
>
> I have witnessed (and reported on two separate occasions) probity in procurement/fraud and serious harassment issues to Executive.
>
> I have been involved in procurement processes recently where I have been uncomfortable with the processes. Not really to a level that I would say is corruption - more poor practice and favouritism - but I do not trust that if I reported it I would not suffer any professional consequences.

Eleven participants discussed actual issues of inappropriate acceptance of gifts or benefits:

> Working in health for some years , there are guidelines for public servants accepting gifts or goods. This barely covers Medical staff accepting gifts dinners holidays etc. I know the guidelines were recently reviewed , but some medical staff continue to ignore the rules and do what ever they want. This is mostly accepting significant gifts from Pharmaceutical Companies , which is unethical and leaves them open to corruption.
>
> Not following proper government processes. Receiving discounts for goods from clients.

The combined deleterious impact of these areas of flawed processes and decision making is not known. However, they are clear markers of lapses in integrity. These points were also captured in the quantitative component of the survey, with procurement issues encountered by 6%, bribery / inappropriate acceptance of gifts by 5% and perverting the course of justice by 4%.

Work performance

Participants also raised issues of perceived failures in their workplace to meet appropriate performance standards. Fifty participants described aspects of mismanagement of those receiving care. As would be expected this was dominated by participants from SA Health (33 out of 50):

> administrative mismanagement of department, leading to decisions causing direct compromise in patient care
>
> emotional and psychological abuses towards children and vulnerable clients
>
> Health sector is understaffed and has inadequate resources to deal with workload demands. I feel this opens the organisation up to mismanagement of clients and staff
>
> The health department has been very poorly managed for years, with deteriorating quality of care secondary to this.
>
> ...inappropriate conduct, bullying, mental abuse, intimidation and corruption, and most of all THE IMPACT THAT THE ABOVE HAS ON OUR CHILDREN OUR CLIENTS.

When mismanagement of those receiving care was raised in the quantitative data, those most frequently agreeing were from the Department for Child Protection (25%), followed by SA Health (20%) and the Department for Correctional Services (19%).

Thirty seven participants specifically raised the failure of staff to fulfil duties:

> claiming to be 'working from home'
>
> use of work time to conduct secondary employment
>
> Poor management practice that leads to lack of accountability, non-performance of duties and filtered reporting of outcomes.
>
> ...go do their grocery shopping in work hours without working late or coming in early to make up time
>
> Staff member played [redacted] 2 hrs daily which impacted on others workload.

A failure to fulfil duties was reportedly encountered much more frequently than this feedback would suggest. In the quantitative component of the survey, 23% of participants agreed they had encountered failures to fulfil duties. This was most frequently reported by participants from the Department for Correctional Services (37%), the Department for Child Protection (33%) and the Courts Administration Authority (28%). Thirty five participants made comment on there being 'dead wood' or general incompetence / unprofessional behaviour:

> Some staff have been in their positions too long and are not willing or able to adapt, change or improve their work practices
>
> Lazy workers who seem to be slipping through the cracks
>
> We all know of people who shouldn't be in their positions, yet still are.
>
> Incompetence without accountability

Misuse of power and resources

Public officers often have access to a broad range of public resources. Agencies should emphasise to staff that these resources are for the purpose of fulfilling their public duties, not 'perks' for their private use. Twenty eight participants discussed situations relating to the misuse of government resources:

> witnessing inappropriate personal use of government resources in relation to personal business.
>
> Abuse of vehicles.
>
> Inappropriate use of government owned equipment for private use.
>
> using public service staff to conduct duties arising from private practice

Thirty three participants discussed what they perceived to be a misuse of power:

> In every area of government I have worked I have seen abuse of powers to intimidate junior staff.
>
> I have witnessed a significant level of nepotism and abuse of positional power over the past 4-5 years
>
> The move to contract positions correlates directly with an increase of abuse of power and sharp erosion of willingness to report bullying/nepotism/unfair work practices.

Misuse of power was also recorded in the quantitative component of the survey, being encountered by 23% of participants.

Misuse of power was reported most frequently by participants from the Department for Correctional Services (31%), the Department for Child Protection (29%), Emergency Services (27%) and SA Health (27%). This issue was clearly raised by more participants in the quantitative component of the survey. However, this is likely due to only a limited number of participants expressly describing inappropriate conduct in this way. Issues of nepotism, poor hiring processes, bullying of subordinates etc could all be seen as abuses of power.

Confidentiality

The final section in the survey involved questions regarding the use of generic or shared login details to access systems holding sensitive and confidential information. Thirty three percent of participants reported being able to access such systems using generic or shared login details.

Fifty one participants commented on confidential information not being secure:

Files for [redacted] are hardcopies and can be accessed by anyone in the building as they are stored [redacted] where anyone staff member in the Department can access.

stores all National Police Clearance (NPC) information in shared drives. This includes NPC information relating to staff, including HR staff! Completely inappropriate.

employees personal details are in a shared system and it is accessible to all staff with access. Staff are NOT aware they can REQUEST to have their personal details 'hidden'. It should not have to be requested, it should just be DONE. If I want someone to know where I live I WILL tell them, not have them find out through a work system.

staff HR files are kept in a walkway next to photocopier- so anyone could access files inappropriately or remove if they wanted to.

peoples personal details namely income protection or TPD claims and all their medical records attached should not be available to view by other staff, however, this is currently available for all staff to view

This issue appears to have been raised more frequently by participants from the Department for Innovation and Skills and the Department for Child Protection. However, the greatest number of respondent raising the issue came from SA Health (17 out of 51).

Thirty three participants also reported occasions where confidentiality had been breached:

> disclosing of organisation specific confidential information to clients.
>
> I had my personal records accessed by a staff member at my work
>
> I am very aware that personal details have been looked at by some management members and then shared and discussed with other staff and outside of work in public places. I am also aware that management have looked at staffs personal health files and shared that information.
>
> using systems to find out personal information about family and friends

Shared login details to databases with sensitive information presents a risk which agencies must address. The qualitative data highlights situations where confidential information is stored in an insecure and improper manner. Both public officers and members of the public using government services have an expectation that their personal information will be handled with due sensitivity and care. The responses suggest that this may not always be the case.

Discrimination

A small group of participants specifically described encountering what they perceived to be discrimination in the workplace. Fourteen spoke of discrimination in a general sense whereas 26 described sexism, 24 racism and 11 ageism:

> ...overt discrimination of older workers in an effort to get rid of them from the organization
>
> Gender equity, White Ribbon and diversity are now embarrassing for all the females who busted their butt to get where they are.
>
> I have heard this person make racist comments such as, 'towel head, rag head, wog bog' and calling female aboriginals 'gins'.
>
> racism, sexist remarks, remarks about women getting pregnant and never returning to the PS, as women age their waists get larger, telling an employee they are too fat

Some comments related to perceived excessive favouritism and promotion of particular groups rather than their being vilified or rejected. Low numbers reporting sexism make identifying particular agencies where this issue was more frequently reported difficult. Six participants described what could potentially be understood as discrimination against their discipline or profession:

> Inequity exists in the application of rules depending on discipline eg Nursing staff often held to account including reporting to APHRA whereas Med staff involved in same incident no repercussions

Management / human resources

Negative comments towards management was a consistent theme in responses. A total of 379 participants directly attributed varied aspects of poor conduct they had encountered, to their managers or senior leadership figures:

> the culture and work environment has been toxic mainly due to particular people in positions of power that did what they wanted, went unquestioned and ruined/stalled many good peoples careers whilst promoting people they could manipulate and control.
>
> A whole team of people left because of mismanagement and abuse of power of Manager at [redacted] and no one asked anything.
>
> I am really concerned in relation to the Bullying Culture that is ingrained within [redacted] - which starts at the highest level of management.
>
> The code of Conduct is often used as a threat by managers with over inflated egos to make staff do as told even if the manager's approach is not the most effective way.
>
> ...accepted as receiving a psychological injury due to the direct result of bullying of my line manager.
>
> Management at [redacted] needs to be accountable and transparent and not promote their mates over other qualified persons.
>
> The level of bullying, manipulation, nepotism, duplicity and lack of accountability by those in charge is outstanding.
>
> Yes - one issue that arises regularly is the issue of workplace bullying in the context of the judiciary...There are few workplaces where the power imbalance is so great and where staff are subjected to harassment and bullying on a regular basis.

The responses were often in relation to perceived bullying, favouritism, hiring decisions and poor decision making.

A further 114 participants described poor leadership, planning and accountability:

> I have experienced really inadequate leadership in the State Government agencies I have worked in (and have worked as a leader myself), which creates a real sense of distrust and concern for employees at all levels.
>
> half of the misery of the world is caused by people whose only talent is to worm their way into positions for which they otherwise have no competence.
>
> Short term budgeting by management causing financial long term false economies in the workplace.
>
> people in senior positions in my organization, are not interested in staff moral, empathy, as it is all money orientated.
>
> The state of this organisation has clearly suffered for years due to the mismanagement and favouritism at the executive level. Staff have suffered a high price some even having to resign from government.
>
> Please look into [redacted] managerial practices / gross mismanagement.
>
> I think that the level of accountability from senior staff is sadly lacking

These comments were more common from participants from the Department for Innovation and Skills, SA Health, the Department for Education and the Department for Human Services.

Fifty two participants commented on poor internal communication, transparency or perceived lies. This was typically in relation to management style and organisational culture:

> ...staff not informed about changes or key information leading up to work dissatisfaction and isolation
>
> I would also like to see more transparency and communication internally, as well as senior staff asking for feedback on current practices/procedures from employees, rather than a 'do as I say or else approach'.
>
> Non- transparency. Failure to pass on information.
>
> If you speak out, HR can be used to 'investigate' you, with no transparency or accountability for HR or executives.
>
> The organization I work for is so disorganized. Leading hands and supervisors lie through there teeth...

It appears that responses were more common amongst SA Health and Department of Primary Industries and Regions' participants. Staff may not always know all the reasons behind business decisions. However, the survey responses highlight the need for agencies to consider when and how they share information with their staff.

Another theme to emerge regarding management practices was a perceived failure to address known poor conduct or under performance. A total of 111 participants suggested that management either could not address poor behaviour in their workplace or did not attempt to do so:

I gave up and endured bullying when my next up manager refused to address this issue.

The general manager is aware and turns a blind eye especially with those he is good friends with.

Failure to recognise the need to performance manage individuals who do not fulfil their duties.

I feel that often complaints are not taken seriously or validated as it is too hard for management to deal with.

Acceptance of bullying or abuse by managers in a team so not to create work for themselves sorting it out

We do not performance manage underperforming staff in our service- despite clear evidence this should occur

Collectively these pressures mean that managers/organisations eventually give up and poor performance prevails.

ie staff who can't be managed don't come to work, get put off on pay- for doing the wrong thing etc. HR take years to do anything while damage is being done.

The inability to adequately deal with grossly underperforming staff is of specific concern to me.

Appropriate performance management is critical. Agencies must ensure staff are supported to carry out their responsibilities and, where performance does not meet expectations, that their performance is properly addressed.

Concerns about Human Resource (HR) sections and staff were raised by 54 participants.

> It is hard to be honest and report some things e.g. bullying, nepotism when the people doing the things are right at the top of the organisation. HR does little to nothing and the consequences on your term contract are never favourable.
>
> I do not believe in my particular workplace that bullying will ever be stopped as HR is there to only protect managers.
>
> Most of the time HR is completely ineffective as a manager or as an employee. They never seem to be accountable for failing to support you/staff, yet i am accountable for everything i do.
>
> Human Resources at Local level do NOT investigate or take appropriate action.
>
> HR is seen as protecting management, and upper management as protecting themselves.
>
> HR Department has been 'weaponized' in [redacted] to push/intimidate staff into complying with managerial/executive/and political decisions

Pressure to behave inappropriately

Several participants suggested that there was sometimes pressure on organisations or individuals to behave inappropriately. Thirteen participants mentioned such pressure as coming from senior management and elected members of local government:

> My biggest concern is inappropriate interference from Elected Members (Local Council) especially when the CEO and Managers are on contracts and therefore open to influence to protect there continuing jobs.
>
> Several incidents of senior state government officials trying to advocate for a particular applicant for state nomination to be approved (either priority processing for faster decision or bending the rules to make them eligible).
>
> I witnessed strong politicisation of my previous agency [redacted] in the last few years

A total of thirty eight participants specifically mentioned pressure from Ministers or a general sense of feeling political pressure to act in particular ways:

> political interference so that the department's work is directed toward political gain rather than what experts within the department advise
>
> I was once asked by my manager to influence an application from a person with senior political connections.
>
> Inappropriate accounting for activity due to political pressure to fund the activity but trying to be creative with how it appears in the accounts.
>
> the golden parachute for political persons into plum roles
>
> Abusive conduct [redacted] towards public servants - for not 'bending the rules' to change a finalized selection report to give the role to a Labor mate.

Consequences of inappropriate conduct

A number of participants described negative consequences from being exposed to inappropriate conduct. Forty five described varied stress and health issues:

> Internal HR investigation of Harassment woeful and sided with the woman, when the man was innocent. He had a mental breakdown and had to leave work. For consideration – too revealing?
>
> Its the staff that are treating the patients that are under lots of pressure by the admin people who are sitting on their bottoms that get paid for what making peoples lives a misery.
>
> I love my work but the poor treatment by my manager is impacting on my mental well being
>
> The micro management literally makes other members unwell, I am watching my co-workers drop like flies
>
> No support from leadership, he is not Performance managed and because I have watched it for so long, it has affected my mental health.

Fifteen participants described losing their job or feeling forced to leave due to inappropriate conduct. Forty three participants described seeing others experience this:

> The situation has become so bad that I have now opted to resign from this organization
>
> Whilst she was protected by upper management, I lost my permanent position
>
> I am aware of several issues of misconduct (as per the bullet points on the previous page) in my previous agency. As a result, I chose to leave because I didn't feel confident in raising my concerns internally because they implicated my direct supervisor and the Chief Executive.
>
> I reported the behaviour to management. Nobody cared. I chose not to renew my contract at that workplace.
>
> My colleague was eventually forced to leave there position and the organisation as nothing was done to fix the situation.
>
> This person has made life unbearable for so many people and made them lose their careers
>
> Experienced people are being marginalised, bullied and made redundant because they know more than their Managers and are therefore viewed as a threat not an asset.
>
> Despite legitimate issues, those who are bullied generally have to continue to operate within psychologically unsafe environments. Poor leadership does not get addressed and good people leave the Dept.
>
> The Chief Executive has created, promotes, participates in, perpetuates and encourages a toxic culture and environment based on favouritism, bullying, intimidation and harassment [redacted] Many people have and are still leaving the organisation as they are not able to do anything about this issue, many people who work here are currently mentally affected by the continuous and relentless bullying and harassment.

These responses illustrate the human impact of inappropriate conduct. Agency leaders must provide safe and respectful working environments.

Survey responses indicated that there is a perception that, for the perpetrator at least, there were no consequences for inappropriate conduct. Forty seven participants described how perpetrators would get away with inappropriate conduct:

> generally speaking bullying and harassment is rife and is not addressed satisfactorily, and in many instances the perpetrator remains unscathed
>
> no action taken when personal have been seen to do the wrong thing.
>
> ...I find that the people doing the wrong thing are a protected species as evidenced by the fact they all have a long history of doing the wrong thing and yet are still employed...
>
> ...no one is held accountable, good people are leaving because of it
>
> To date nothing has happened & those involved continue on with no repercussions.
>
> perpetrator has continued employment for 10+ years while many others, including myself have either left of our own accord or had our professional credibility destroyed. Formal complaint after formal complaint has been lodged and still nothing changes or happens.

Twice this number of participants (94) specifically mentioned there being no consequences for those in senior positions / management:

> No supervisor has ever been found to have been guilty of any poor behavior in the whole time I've been here, they look after their own and turn on anyone who speaks up, even if there has been a consistent pattern of bullying over a long time to many workers.
>
> There are untouchable people in the directorship of [redacted] . Thank goodness those working on the grass roots are honest!
>
> items that should be dealt with in-house but were not as it is upper management protection.
>
> After multiple complaints about this Team manager he was just shuffled sideways to a position of the same seniority ie Team manager in a different team
>
> People in higher positions than ones own are protected!

> I am amazed that some senior executives continue to be ignored for their maladministration.
>
> When Supervisors, Managers are involved in incidents it's always covered up were as staff receiving supervision records and or investigated.
>
> Always seem to be 'threatened' by management with misconduct etc however management seem to have a licence to 'do what they want'
>
> It is common knowledge that senior public servants (directors and above) are never held accountable for their maladministration actions.

These comments appear more common amongst staff from the Department of Primary Industries and Regions and SA Police. Given the Department of Primary Industries and Regions was otherwise rated more consistently positive than other agencies in the quantitative feedback, this feedback could be further explored with staff.

Twenty three participants said that inappropriate conduct was often hidden or that perpetrators were clever in masking their conduct to prevent detection:

> Inappropriate behavior is rarely blatant. It's subtle.
>
> Often bullying occurs in a 'passive' way which may not be obvious to others and could in fact be difficult to prove.
>
> This is a complex area and can be highly interpretive/complex (not clear cut). Some things are black and white which make reporting more straight forward, however bullying/favouritism/not fulfilling role etc are a lot more subjective and if you report that people in positions of power can easily manipulate events to cast doubt on the integrity of the whistle blower, so it can be a very vexed thing to report.
>
> There is a manipulation of the recruitment process to make it seem like these people have 'failed' to meet the criteria to keep their jobs and being told their exemplary work history and above target performance will not be considered. it is smoke and mirrors and hard to prove but if you know the system you can see straight through it. I believe I have witnessed this firsthand.
>
> Its done slyly and perps are careful to cover tracks.

Thirty eight participants specifically mentioned that inappropriate conduct was seemingly rewarded, often with promotions:

> Staff that cannot be managed or are difficult to manage seem to be given promotions as a way of getting 'rid' of them from departments
>
> ...that I reported to management and we perused a formal behavior management process. Both staff now have higher paid positions and I am not aware of any negative consequences for their behavior.
>
> The workers suffer and pick up the pieces with no recognition whilst these selfish leaders ruin the workplace with lack of understanding of the business and then move on to a higher paid role as they have ticked the boxes but in reality their presence and changes was a hindrance to the business.
>
> I have seen terrible criminal behavior by mangers only rewarded by promotions,then seen them at the pub laughing about it.
>
> I feel nothing is ever going to happen or change, in fact some of the main perpetrators have been promoted.
>
> Rewarding bad behaviour is the 'norm'.
>
> There are no consequences for bad behaviour. Bad behaviour in [redacted] is rewarded.

Seven participants stated that inappropriate conduct was actively encouraged by the organisation:

> Bullying and harassment is rife in [redacted] especially in the past 3 to 4 years and reporting it has done little as the Executive team at the realm seems to have encouraged it and ignored it.
>
> The higher you go up the ladder in nursing the more of a bully you can become due to pressure from above to meet standards and time frames.
>
> Staff encouraged to lie during recent [redacted] accreditation to surveyors and 'tell them what they want to hear' attitude is wrong!!

Thirty participants discussed a need to increase punishment or have consequences for inappropriate conduct:

> Reporting has to result in strong consequences if reports are founded, not transfer to another high paying job via friends and colleagues.
>
> Things were swept under the rug on a huge issue involving a colleague, where she was harassed by another colleague. The person used [redacted] on a government PC. He was given an option to resign! This should have been taken further.
>
> ...the persons employment was not terminated and after 1.5years of being stood down with full pay, they were allowed to resign. Her actions were totally inappropriate and I am still thinking about proceeding with legal action...
>
> Disciplinary action within [redacted] is too soft and people get away with too much.

The perception or reality that inappropriate behaviour is rewarded or encouraged should be further explored by agencies.

Inappropriate conduct must be dealt with appropriately. How episodes are to be dealt with will depend on the nature of the conduct, its seriousness, frequency and impact. However, action must be taken to address it.

Other

A small number of participants (nine), described a physical assault or abuse:

> Physical assault classified as accidental bumps.
>
> as a victim of physical assault in this workplace I found the resulting investigation and outcome was not in line with the policies...

REPORTING

Reporting

A number of responses addressed reporting of corruption and inappropriate conduct. Feedback discussing reporting to ICAC / OPI or an external agency will be referred to as an 'external agency', though with very few exceptions this feedback referred to ICAC / OPI. A total of 338 participants commented on external agency reports. In the absence of a reference to ICAC / OPI or an external agency the feedback is assumed to refer to reporting internally within their agency in some manner. These comments will be described as 'internal'. A total of 577 participants commented on internal reports.

Seventeen participants specifically mentioned that the reporting culture of an agency was determined by management or those in senior public positions:

> I think it is often the culture of the Executive Management that influence whether or not people will report.
>
> The most obvious target for corruption is not even addressed in this survey. The corruption of politicians. Until they hold themselves to a higher standard, there is going to be problems creating less corruption at lower levels in the public service. The fish rots from the head.
>
> Unfortunately, there is a culture of nepotism and arrogance at exec level that continues to permeate allows for corrupt behaviour and an atmosphere of cover ups.
>
> Management play a huge role as to whether reporting occurs or not.

Would report

Some participants directly stated that they would report corruption or inappropriate conduct (six external agency and 23 internal):

> I know of corruption within my workplace and am preparing to report it to ICAC as I do not trust in certain members of the Management Team.
>
> It is even more concerning that when I recently spoke to someone I trust and should raise my concerns to then tell me to contact ICAC and no one else as they too do not trust the department for which we work. I will be making an online report to ICAC.
>
> ...where I have witnessed inappropriate behavior I have always reported it.
>
> Dangerous and irresponsible and I am about to report it for yes a third manager that has done this in our unit!

In respect of internal reporting there was a slight suggestion that more women expressed this view.

Nine comments were received (two external agency and seven internal) expressing a need or desire to seek advice and consult with more senior colleagues before reporting:

> Not always clear what is corruption/maladministration so I would be more likely to discuss with my manager first before deciding to make a report to ICAC.
>
> If I suspected fraud/misconduct I would probably go to my line manager first before making a complaint. Especially if I had not witnessed it, but only heard about it.

The reporting obligations created under the ICAC Act rest with individual public officers. While some may seek other's opinion, the decision to report is not reached via consensus nor does it require the approval or consent of other public officer's.

The quantitative results of the survey showed 69% of participants were willing to report to the ICAC / OPI and 73% were willing to report internally. As discussed in the first report, there is room to improve public officer's willingness to report.

Issues raised with reporting

While all public officers have an obligation to report certain types of conduct to the OPI, the on-the-ground realities facing public officers, make this problematic. Some of these factors were discussed in participants' feedback.

Some participants described a general reluctance or reticence to report (ten external agency and 29 internal):

> I believe that ICAC is an important independent body/authority for State & Local government, though I am not sure if I would feel comfortable in reporting events.
>
> I would feel cautious about reporting any misconduct as I have no idea of the response I would get from my organisation. It isn't a talking point.
>
> I for one would be reserved about making any report in the future without serious consideration.
>
> i would be scared to report...

Seemingly more women expressed such views.

The most predominate concern expressed in relation to reporting was fear that reporting would lead to negative consequences (29 external agency and 139 internal):

If I reported anything I would be hounded out of my job or made to feel unworthy.

I am aware of my obligations to report - and if the incident was serious such as fraud or physical assault I would report to an external body such as ICAC but I would be extremely concerned about consequences.

A very strong perception exists that one's career will be finished and your employment will end at the next 'restructure' should you report any matter, especially one which relates to HR or management

There is definite fear of how colleagues would react if they found out I had reported to ICAC.

I believe that reporting misconduct within my organization would be to the detriment of the reportee.

Some of my junior doctors are afraid that if they complain they will never progress in their careers.

I have witnessed a senior manager bully my colleagues but am aware I would have to leave my job if I told anyone...

I have seen many things I would like to report but it will mean I lose my job...

I am still mindful about what I stand up for as i'd prefer to advance my career and making a bad name for myself would affect this I am sure

i know of workers who feel as though they have seen corruption from higher level employees to the department. but are unsure if it is classed as corruption and are scared of repercussions relating to them reporting it from the people they would report.

A real feeling of fear to my own job if i report anything.

This type of situation still occurs within various areas and people are too scared of reporting due to the potential consequences.

the issues for me really are that raising any form of issue within the organisation is nearly impossible - there will be nothing resolved and I will be persecuted...

People in power have always been allowed to bully others and behave in a way that it unprofessional. Everyone sees this and knows that reporting has consequences.

These concerns were more frequently expressed by women than men. This does not necessarily mean that men may be less likely to experience such concerns but potentially that women were more likely to express them in response to an open question.

Fear of negative consequences from reporting appeared to be more common amongst particular agencies. For external agency reports, there was a slight suggestion that this was more common amongst participants from local government and the Department for Human Services. In relation to reporting internally, concerns of negative consequences were reported by participants from all agencies. This issue was seemingly more frequently raised by participants from the Department of Primary Industries and Regions, the Department for Education and Emergency services.

These qualitative survey responses support the quantitative results, with 53% stated they would be worried about their job if they reported, 43% feeling intimidated to report, 32% agreeing that reporting causes trouble with colleagues and 36% agreeing that reporting externally has negative consequences. Please refer to Appendix two for individual agency results on some of these points.

Some participants described a culture where the reporter was seen to be at fault, or that raising concerns was to make the reporter a target (three external agency and 51 internal):

> Internal reporting systems make people who report feel as if they have done something wrong and treated as such
>
> Reporting to management is an 'at your own risk' activity. They either use it as a tool for payback or you are exposed as a trouble maker.
>
> I don't believe government are very good at dealing with corruption and the whistle blower becomes a pariah.
>
> …you as the reporter is made to feel like you have done the wrong thing.
>
> Complaints are made and the complainant is often the one who is punished, hence people just shut up and get on with it.
>
> Organisational culture is such that victims and those who make complaints are disadvantaged, while bullies (some of whom are managers) are protected. Emphasis is on solving problems by employing strategies to keep people quiet, rather than tackling perpetrators head on.
>
> The system protects itself. Middle level workers are vulnerable to bullying and raising your head guarantees the chop.
>
> Often the person who reports is under more scrutiny than what they have reported.

Taken together the quantitative and qualitative data suggests there are a significant number of public officers who do not feel safe to voice genuinely held concerns. Whilst fears of retribution from a more powerful colleague who had been reported was expected, the qualitative feedback highlights that this issue may go further and reflect broader issues of work culture.

Participants raised concerns with the level of proof or other issues regarding having appropriate and sufficient evidence to report (18 external agency and 20 internal):

> in your questions you said 'suspected corruption' I would not report unless I had evidence not just suspected. You need to investigate 1st before making unsubstantiated claims.
>
> My only experience has been things that seem 'dodgy', but where I have no proof or even direct personal experience. In these circumstances, it is difficult to report, as I have felt that I do not have a sufficient burden of proof.
>
> As a staff member you may never know the full story so I would struggle with taking such strong action when you don't have the full picture or know for sure. Human nature is generally to give people to benefit of the doubt, so it would take pretty solid evidence for me to report to an external agency.
>
> ...I was asked for responses to having heard about someone involved in actions that 'seemed' inappropriate or having witnessed something that 'seemed' inappropriate. I would only report after having gathered evidence beyond my understanding of the word 'seemed.'

These responses suggest that some public officers perceive the need for definitive proof of wrongdoing before reporting a concern. The obligation to make a report as required under the ICAC Act requires the public officer to hold a 'reasonable suspicion'.[5] Attempts to find 'proof' can in fact be counterproductive and have the effect of jeopardising any formal investigation that may be warranted.

The perceived seriousness of the conduct was considered a factor in public officers' decision to make a report (seven external agency and eight internal):

> I do not feel comfortable reporting to ICAC as it may not be 'serious' enough
>
> Sometimes its difficult for people to determine if what someone is doing is considered 'corruption', reporting could be seen as being petty.
>
> I really need & like my job, so it would have to be a very serious offence for me to come forward...
>
> There will be consequences for the person who reports. That means that everyone witnessing something will have to weigh how bad the conduct is and what level of evidence there is, against what the consequences will be for the person reporting.

5: See ICAC Directions and Guidelines: https://icac.sa.gov.au/directions-guidelines

For most public officers the obligation to make a report to the OPI is triggered when a public officer forms a reasonable suspicion of corruption or serious or systemic misconduct or maladministration. Definitions of these terms are provided in the ICAC Act and further guidance is provided in the ICAC Directions and Guidelines. Whether suspected misconduct or maladministration could be serious or systemic is a judgement call to be made in light of the definition of 'serious or systemic' in the ICAC Act. Reporting genuinely held concerns is always encouraged. Even if an issue does not meet the ICAC reporting threshold the matter may still be reported if the public officer wishes to do so.

Responses also raised issues of vulnerability and barriers to reporting even where the issue was worthy of reporting. Concerns regarding reporting those in more senior positions was raised by several participants (one external agency and 19 internal):

> It is extremely difficult to report immediate and senior managers.
>
> It is very difficult to escalate bullying when it is one of your managers
>
> I would not feel comfortable reporting my manager or higher authority.

More women raised concerns regarding the danger or limited likelihood of internally reporting those in more senior positions.

Associated with concerns about reporting more senior staff members, the reporter's sense of 'vulnerability' was raised (One external agency and 23 internal). The responses emphasised a sense of powerlessness of being in a lower level position:

> It is pretty tough to report these observations of the very top, when you are at the bottom of the organisation, despite much talk within various levels of the organisation about these similar concerns.
>
> As a junior, I would mention it to someone more senior & not go further due to concern of the ramifications.

Holding a short term or temporary contract position was seen as a vulnerability:

> I have felt more vulnerable to reporting in the past when I was not a permanent employee; fearing loss of employment as a consequence for reporting to senior staff members.
>
> People on contracts are highly unlikely to report some of these activities for the fear of loosing their livelihood.
>
> The fear would be reporting due to possibly jeopardising job security as only employed on a contract basis. We all fear reprisals.
>
> Short term contracts increase peoples vulnerability and make reporting more risky for those with insecure job tenure.

Participants expressed a sense of being vulnerable in relation to the prospect of contract renewal if they were to be seen as 'difficult' or were to report the poor conduct of a senior colleague. These are understandable fears, particularly given some of the feedback discussed in the section 'Consequences of reporting or speaking up'.

Perhaps reflecting fears regarding the potential for negative consequence, for both the reporter and the subject of the report, some feedback specifically described reporting in terms of it being a 'last resort' (nine external agency, six internal):

> I would be more likely to report incidents to my organization first and let the appropriate delegate handle the situation, especially if the situation involved a junior member. I would not refer anything to ICAC unless there was clear evidence that something had occurred.
>
> Internal reporting should be the first port of call with internal investigation especially for misconduct before resorting to external agencies to investigate
>
> In some circumstances it may be more appropriate to advise an individual of them doing the wrong thing than reporting it. If they do not change then it should be reported.

Issues of anonymity affecting people's decision to report was raised by several participants (16 external agency and 23 internal). This seemed particularly the case for women reporting to an external agency:

> A phone number to call to report possible issues in a particular area with the ability to remain anonymous
>
> Id probably report anonymously which often makes a less stronger case, if I had to.
>
> [redacted] stated position is that corruption cannot be reported anonymously. People sufficiently skilled to provide documentary evidence of corruption would always report anonymously because of the negative effect whistleblowing has on the person making the report.
>
> I have attempted to bring attention to a number of issues that I have thought to be corrupt but my organisation will not pursue the issue unless I reveal my identity. I am not willing to do so as I've seen others persecuted for having reported and I can not afford to lose my position and I'm fearful that I might.

The anonymity afforded to, or able to be afforded to, reporters was also described as inadequate by a number of participants (eight external agency and 21 internal):

> People who report inappropriate behavior are treated poorly. Confidential information gets leaked…
>
> I fell that people do not feel safe to report stuff as it has a way of being found out who it was and then there are often repercussions
>
> …the fact that you cannot be completely anonymous puts you in a vulnerable position from friends of the person you are reporting…
>
> My identity was revealed to the perpetrators (who were my line managers) which made my position untenable.

Quantitative data from the survey showed that of those who had reported internally only 31% agreed that their anonymity had been maintained. The fear of negative consequences described above, and the power dynamics and differing vulnerabilities public officers may experience, are significant barriers to public officers reporting. Hence, anonymity is an important consideration.

Some other comments were provided regarding difficulties in reporting (nine external agency and 20 internal):

> While a whole team may concur that these things are happening and that they are wrong, it is very difficult to decide to be the lone voice.
>
> there is no easy path to report anything,, deliberately made so everything look like it is smooth running.
>
> If you want to talk about why people might not report, it might be worth considering your push for open hearings.

Would not report

Around the same number of participants explicitly stated they would NOT report as those who had said they would (five external agency and 26 internal):

> Reported once ... got absolutely flogged for it ... will never do it again.
>
> I reported criminal activity, I was told to shut up or I could be sacked, so I will not be reporting criminal activity again, I'm sorry but I have financial responsibility...
>
> The reason I do not report anything is to ICAC is for the fear of my organisation finding out resulting in severe consequences.
>
> This then results in preferring to turn a blind eye than get involved in trying to do the right, legal, correct thing. I continue to do the right thing, but will not point out those who don't for my own protection/sanity.
>
> I wouldn't report anything because I don't think anything would change.
>
> Would not raise this as would be career limiting
>
> I have experienced some very shocking things but cannot say anything as I can't risk losing my job.

Some participants said that they had been explicitly discouraged from reporting (four external agency and 15 internal):

> I have personally been told to not mention the word 'ICAC'. Reporting to ICAC/OPI is actively discouraged…
>
> While I was advised by hr that this is a totally inappropriate answer and goes against [redacted] policy, it would be in my best interest to 'keep quiet' otherwise any chance of me ever gaining permanency would be gone.
>
> I had a conversation with my manager who told me not to report as the outcome for myself would be bad and the upper management would protect the other peson.
>
> I have 'unofficially' been discouraged to report senior staff - even within the organization
>
> I have been directed not to report a co-worker who was bullying me as they were a family member of a person holding a high level position.
>
> I note that I have previously at times been directed to not report to ICAC on financial mismanagement matters relating to executives. (These executives are no longer employed in the public sector)

These participants were predominantly women.

In the quantitative component of the survey 14% agreed that their organisation discourages reporting. This view was more common amongst participants from the Department for Correctional Services (21%), Emergency services (19%) and SA Health (19%). The qualitative feedback further contextualises this finding to emphasise that people who state they will not report may feel there are issues that need reporting or even criminal behaviour occurring in their agency.

Consequences of reporting or speaking up

Participants frequently complained of people being victimised as a consequence of raising concerns. Due to the severity and likely impact on those victims' lives, reports where the victims lost their job or felt forced to leave an organisation have been coded separately from other consequences. For both losing / leaving a job and other consequences, this feedback is further broken down into having personally experienced those consequences or having witnessed that outcome for colleagues.

Participants from nearly all agencies reported having observed negative consequences for people who report (one external agency and 42 internal):

> It appears if staff question or speak up about issues/situations or other options, they then seem targeted and then staff are told that there are performance issues??
>
> If you report something, management look at you as if you are a trouble maker. You get crucified if you report anything!
>
> The list goes on and no-one says anything because those that have in the past have been targeted, and harassed and bullied even more.
>
> ...have heard of occasions where he has targeted, bullied and 'punished' people who have reported him internally (or where he has perceived they have reported him).
>
> I know of people who have taken issues to the highest level in our department and there has been no action taken. It just means the person reporting the issue is seen to be a trouble maker.

Similarly, nearly all agencies had a participant who described having personally experienced negative consequences as result of raising concerns (five external agency and 66 internal):

> Having been a whistle blower had ruined my working relationships...
>
> Would I report corruption, bullying and harassment yes and I have and it has been hard because once you stand up you are marked once marked as a 'trouble maker' call it what you want work life becomes very difficult as anything you can have thrown at you is to make your job as hard as possible and to be personally de valued a constant erosion which accounts to corporate bullying.
>
> I am biased. I blew the whistle. I got sacked - until I fought that - then just my reputation and career were ruined...
>
> Whistle blowers cannot breathe without it being a potential disciplinary action.
>
> The scrutiny, victim blaming and having to defend myself even though i am the victim mean that i will not make a formal complaint.
>
> Bought to attention of Manager and was told 'not to question'. since this time my career has been somewhat precarious.

> I reported misconduct to management; I was then bullied by the Manager; The Manager then told the person who I reported it was me then I was threatened by this person.
>
> Look at the Whistleblowers Australia website for a list of repercussions which whistleblowers are likely to suffer. I have suffered them all, and absolutely no action was taken against the perpetrators...
>
> I reported it to management and my career suffered for it, regardless of 'whistle-blower protection'.

Three of the five participants reporting personally having experienced negative consequences from reporting to an external agency were from the Department of Human Services. A large proportion of respondents who spoke of personally experiencing negative consequences from speaking up within their organisation were from SA Health (22 out of the 66 participants who had experienced this).

Some participants described observing colleagues losing or feeling forced to leave their jobs (two external agency and 17 internal) as a consequence of reporting:

> People in our organisation have lost out on jobs they have gone for, lost their job entirely and had their reputations tarnished as a result of raising genuine concerning issues.
>
> Reporting any acts often results in job loss or prevention of progression within the organisation.
>
> I have witnessed a whistle blower eventually end up losing his job over undeniable allegations against a person in power.
>
> We just become so victimised for making the complaint that there is no option but to move on.
>
> Nepotism does not get reported here as doing so ensures your career is permanently halted or you are bullied out of the organization.

Those reporting losing or leaving their job due to reporting (one external agency and 16 internal) were disproportionately from SA Health (ten out of the 16 internal reports):

> I lost my job and my great career and he was unaffected.
>
> ...I was bullied for months by management until I finally quit my job and the problems were never fixed and no one was punished or reprimanded or suffered any consequences.
>
> The last time I reported up in my dept - my position shortly after did 'not exist' in the new structure.
>
> ...making a report and basically being driven out of my job, I feel that reporting anything again will only lead to negative repercussions for me. It is sad to think I feel this way, but after experiencing it first hand and losing a loved career over it, it's how I feel.
>
> The last time I reported corrupt behavior, bullying and abuse of office, it resulted in my being bullied right out of my workplace...

Taken together, the varied responses about the negative consequences of reporting reflects the survey's quantitative findings. A total of 36% of participants agreed that reporting externally has negative consequences while 29% agreed they had known others who had experienced negative consequences from reporting. Please refer to Appendix two for individual agency's feedback on these questions.

Some participants said that post-report protections were inadequate and/or that there was a need for such protections (six external agency and 41 internal):

> It is a difficult area, with little or no support or protection for those making a report.
>
> Staff need better protection to speak out with safety
>
> Much greater protection for those making reports is required. The current inadequacy must be addressed.
>
> Whistleblowers are not protected, they never will be and unless you are able to change the culture within those departments these issues will continue.
>
> Us whistleblowers are not protected here..
>
> ...there is a lack of protection for those who have reported...
>
> Having an ICAC is a step in the right direction for sure and hopefully the more that you are around it will encourage more reporting but you do need to make it safe for people to do that reporting.

> Although I believe strongly in reporting inappropriate behaviour there are always adverse ramifications for those doing the reporting so there must be very, very strong protections for those reporting or provisions need to be made so that people can report without the need for written reporting. It is just too scary.

In the quantitative component of the survey 25% agreed that their organisation has adequate protections for those who report. These results highlight that for a substantial number of public officers reporting is seen to result in harm or victimisation and the majority of public officers feel there are inadequate protections for those who report.

Utility of reporting

In addition to the risk of reprisals for reporting, the usefulness of such reporting was also the subject of comment. Several participants reported there being no point to reporting as nothing would be done (19 external agency and 48 internal):

> ICAC seem to be another toothless tiger which staff have little confidence in.
>
> There have also been times when I have wondered about reporting something, but have been discouraged from doing it formally because of the perceived repercussions on a temporary staff member, and the previous ineffectiveness of ICAC in different issues within the organization.
>
> I was a bit depressed about the situation but did not report any of it to HR because I thought they would simply disregard my point of view and would not have been pro-active in dealing with it, they might side with the manager, and it would likely have made my situation more awkward than it already was.
>
> Fear of no action being taken.
>
> Overall, nobody reports as the nobody has any faith in confidence in my department.
>
> The people with bad behaviour get away with it because the organisations are gutless. This discourages people from reporting, as they think it will not be dealt with effectively and their own situation will be worse
>
> Reporting anything to my own organization [redacted] is a waste of time.

This feedback seemed more common from SA Health participants in respect of internal reporting.

Some participants described experiences of having actually reported or raised a concern, or seen others do so, and there being no changes or consequences (12 external agency and 57 internal):

> Yet I feel when I made a complaint regarding this exact issue, nothing to my knowledge has been done and the process did not play out as I was informed it would.
>
> ...complete disregard of reported concerns...
>
> ...several goes at reporting went nowhere and non of those managers were held to account and are free to continue persecuting the original informants.
>
> When you do report incidents your word is discounted in favour of those at the top. You can't win and it ends up impacting the rest of your career as well as your mental health and general wellbeing.
>
> Nothing was done when a whole dept complained about her.
>
> Most complaints are not followed up and staff are concerned with the ramifications if they do report issues.

Again there seemed to be more participants from SA Health who raised this point in relation to internal reporting.

Qualitative responses about the perceived futility of reporting reflects the quantitative data. Only 40% of participants agreed they were confident that their organisation would take action from a report. SA Health was the lowest rated agency for this question with only 28% agreeing they were confident action would be taken.

Various other minor themes emerged as to reports not being dealt with properly, difficulties in being taken seriously or problematic processes that occurred after a report had been made (15 external agency and 36 internal):

> ...staff under them are not believed or the situation is ignored.
>
> ...don't feel my concerns would either be taken seriously or that they would be confidential.
>
> This ultimately proved unable to implement operationally and led to industrial action and a farcical attempt to return the employee to work. Very distressing for everyone involved.

INVESTIGATIONS

Some participants commented about investigations into poor conduct. These typically described poor quality investigations (16 external agency and 18 internal):

> The agency was not in a position to be able to appropriately investigate it and witnesses were frightened to provide a statement due to the staff the complaint was about still working here.
>
> So we are now stuck with many very poorly performing organisations who have people working for them with limited experience in investigations. You should have the best people not the people who are the minimal to pay. And history in this area has taught us - never put a lawyer in charge of an investigation area.
>
> The OPI investigated and closed my case, but failed to address my principal issue of complaint. It was an incompetent performance...
>
> The matter was not handled well as at a time there was high management turn over; there was no continuity and a 'mock investigation' ensued. It was joke and I have suffered ever since in the way managers and others view me.

The time taken to conduct an investigation was also criticised (11 external agency and 12 internal):

> The time it takes for ICAC to investigate a matter seems to be extremely long with little result, acknowledging that the results might not be published and my perception could be skewed.
>
> The OPI then took months to decide to hand the investigation to the Ombudsman whose investigators (ex SAPOL) where knownm to the those they were investigating (also ex SAPOL)
>
> Also, investigations can take years. This is absolutely not fair to the people involved.
>
> Good Officers get caught up in investigations and because of this they need to be quicker and not take years.
>
> Certain incidents have been reported and investigated but I personally believe that some issues took a substantial time to complete and possibly not followed up sufficiently

One positive comment was received regarding the timeliness of ICAC investigations. No positive comments were received for internal investigations.

Various comments were also received regarding issues with communication and people not being informed as to the progress or outcome of an investigation (eight external agency and ten internal):

> ICAC is important. However I find the absolute secrecy from investigators a little too much - you never hear back from them
>
> Having been involved in an investigation I was surprised not to hear even a generic outcome to serve as a deterrent or raise awareness of consequences.
>
> I have previously reported serious unethical contact of an employee to my manager who referred the matter to [redacted]. I was never given any feedback from that unit and to this day don't know if appropriate action was taken.
>
> What I have stated as seeing has been reported but knowing the outcome of investigation or if it occurs is unknown to me in each case.

PERCEPTIONS OF ORGANISATIONS

Perceptions of organisations

A number of responses referred to the culture and practices of public authorities.

Integrity

A number of responses (86 participants) provided comments that may indicate problems with their agency's integrity culture:

> ...with reports of bullying and harassment being buried by upper management...
>
> Senior Manager such as Directors are often very angry when they hear that someone has made a report outside the organisation. Speaking from personal experience.
>
> All levels of managers in my organisation are friend and huddle together supporting each others lies
>
> Management will often hide unethical conduct, as, should it be exposed it can be seen, by them, as undermining their security and reputation in the organisation.
>
> Hierarchy have a long history of sweeping under the carpets complaints about senior management
>
> It is unfortunate that many forms of corruption get 'swept under the carpet'
>
> It's not misconduct but it makes for a culture of mistrust and frustration that the workers can't voice concerns as these will be dismissed. eg corrupt panel processes

It appears that such responses were more commonly reported by participants from the Department for Correctional Services.

Forty two participants said that their agency's integrity controls were in some way limited or problematic:

> The internal systems that monitor and manage unprofessional conduct don't seem to exist.
>
> Issues are documented via the SLS system but no transparency as these issues are dealt with by management who are guilty of nepotism and a culture of failing to communicate.
>
> The internal processes for staff at any level to report ongoing bullying and especially by higher levels is not working.
>
> While there are processes for raising these issues, the process essentially fails the employee.
>
> Their culture, processes and behaviour, while playing lip service to correct procedure is often lacking.
>
> IT Applications and systems are outdated. Processes depending on those systems are not good enough to prevent any possible corruptions.
>
> policies and procedures do exist as do loop holes and work arounds.

While the responses could logically be seen as a need to improve organisational controls and integrity, some participants (28) explicitly raised a need to do so:

> There are many staff that are lacking in general knowledge of the policies and legislation that they work under, making the organisation vulnerable. When these policies are brought to their attention, they are scoffed at or met with indifference, showing a lack of accountability.
>
> I think there should be more rigorous checking of qualifications at the recruitment stage, in particular for Graduate roles
>
> Selection processes within [redacted] appear to rarely be genuinely merit based, rather they have the appearance of being manipulated to suit personal agendas. It would be nice to see a more transparent and accountable process implemented.
>
> My current job does not have the criminal checks that it should have.
>
> I'm not convinced that whole of government policies are detailed enough when it comes to people management. Remuneration, assigning projects, redundancies based on personality conflicts and not genuine redundancies are not policed, not audited and so CEO's and Senior Executives treat the dept like it's their own business rather than a public institution.

Nine participants described their organisation as corrupt:

> My department is corrupt from higher management down.
>
> [redacted] is corrupt - bullying and mismanagement is rife - collusion in cover up is rife
>
> I feel that Government has a lot of 'unspoken' cultural and operational practices that go against policy and are potentially corrupt or at the very least, non compliant with the ethos of public integrity.

Some responses were more positive. Thirty five participants described their organisation as being pro-integrity, committed to preventing corruption or having very limited corruption:

> My office goes to great lengths to ensure corruption does not occur.
>
> My experience working for [redacted] has been excellent to date and staff have a very high level of integrity and I am proud to be associated with the Department and hope this continues.
>
> I know the [redacted] definitely support reporting of any inappropriate behaviour and the person that does the reporting would definitely be supported. Any negative behaviour is not tolerated
>
> in my workplace I think there is generally a strong culture that means that corruption is not rife.
>
> Luck to be in my work place as I believe it is a corrupt free environment
>
> I am luck that my organisation has a strong commitment to accountability and transparency...

It appears that such responses were more common from local government participants.

Twenty five participants discussed their agency's controls to help prevent corruption and inappropriate conduct and 27 said that their organisation was improving in terms of integrity:

> I have been with the Department for a long time and over the past 10 years -15years the Department has really introduced policies and risk measures to prevent corruption . We have a strong leadership who has ensured that the 1990's and prior risks have been abolished.
>
> Others involve contractors with long term informal agreements rather than open tender - this is changing.

> [redacted] culture was very poor under previous leadership but feel agency is now more responsive and tackling performance issues.
>
> ...are subject to high levels of scrutiny and I believe are very impartial...
>
> Yes, we have a system in place for internal reporting in the first instance
>
> CoI [Conflict of Interest] is not uncommon in my workplace - hence the need to log all potential conflicts of interest.
>
> The only points where there is some susceptibility is where there is currently, systematically, no method where it can be easily improved. Some already have solutions/fixes in the pipeline.
>
> ...since reporting this, new procedures have been introduced...

Again, these responses seemed more common from local government participants.

Participants also described their own perspectives around integrity. Forty three participants provided comments reflecting a pro-integrity attitude:

> ...corrupt behaviour should always be reported and people held accountable...
>
> I also feel we have a responsibility as public servants to abide by the our code of ethics and be respectful of the positions of trust which we hold.
>
> I entered my industry as a professional believing in and behaving with honesty, truth and integrity. Unfortunately I have at times been disappointed in what I've witnessed.
>
> ...good to hear about ways that we are asked to account and be responsible for our actions
>
> I hope the survey findings are helpful in making decisions regarding ICAC in SA and, more broadly, empowering government employees to report corruption (perceived or real).
>
> I don't think this organisation has real problems, but I do think it is necessary to keep staff accountable for their actions and to do there work appropriately.

Twenty seven participants described concerns or anger regarding a perceived 'over-reach' of integrity controls and that these may be over-zealous:

Spend more time actually running the state instead of investigating people who steal post-it-notes or genuinely investigate all the nepotism and general mismanagement of the entire state.

Ridiculous rules like not being able to accept a small gift (ie bottle of wine or hamper) that may be an honest expression of gratitude has now been sullied as corruption

There's too many people who are willing to jump at shadows and say 'you are corrupt' or insinuate it because you might have a cup of coffee with a client...

The changes to the procurement process in [redacted] has added red tape and prolonged the delivery of infrastructure and maintenance works. In turn, this has added significant costs to procuring simple items and is not a good use of tax payer money.

The definition of conflict of interest has become too broad and has encompassed activities that have no potential to create any conflict. This has made undertaking our roles much more difficult and unnecessarily complex.

There is worrying slippage towards a 'spy on your colleague' mentality here in SA In addition, the definition of corruption has been made so broad its hard to sort the wheat from the chaff. So the major corruption issues are probably drowned under a sea of minor (+/- spiteful) corruption allegations!

I think there is a danger of forgetting that humans are just humans and a) like rewarding those who do them good with gifts (small gifts eg chocolates, bottle of wine, flowers etc) and b) feel good receiving same and c) occasionally may take advantage of their employment eg make photo copy of a recipe or print a ticket out using work paper. I think it is important to look at this as 'perks' though persistent or excessive use is not acceptable there are things during the cause of employment which simply make staff feel valued and actually encourages loyalty. there is a fine line between not tolerating abuse of any kind and having staff that don't feel watched and distrusted.

Culture and staffing

Some participants made positive comments about their organisation. Three were positive regarding the management, four described a good general work / office culture and 18 provided varied general positive comments:

> They are hard working and trustworthy and put in the extra mile for the organisation
>
> We have a great team environment and are very well supported by management.
>
> The workplace I am working in now is fantastic and respectful of all it's workers.
>
> I love my job and profession
>
> This agency feels less prone to the abuses of power I have seen elsewhere.
>
> I consider my place of employment to be well run and competent, when reporting all allegations.
>
> I am now confident with the current Executive Director in that the person has extensive qualifications and I know the person to be of considerable integrity and well able to repair and report any corrupt or miss-managed behaviour.

As would be expected in non-compulsory, 'free text' questions, people are typically more likely to give responses which describe their concerns. Forty eight participants described a negative general work or office culture and there is a suggestion that this feedback was raised more frequently by participants from the Department for Innovation and Skills:

> There is a general sense of fear and a loss of positive culture at my organisation.
>
> The lack of respect here compared my previous position in [redacted] is startling
>
> Creating cultures of mistrust, unclear purpose and exclusion.
>
> ...continue to foster a toxic and unhealthy work environment.
>
> The organisation/department I work for runs on fear!

> There is a toxic dynamic and an epidemic of bullying, however as it occurs to the staff and not the patients, it isn't considered important and it continues.
>
> ...made the decision it was more in my interests to get out of that extremely toxic workplace then to try to address the issues.

Thirty five participants described perceptions of poor staff morale or mistrust:

> Consequently the level of job satisfaction and trust in management has dropped dramatically due to this 'dictatorial' style.
>
> Low moral is an issue and bullying from managers
>
> As a result it is a 'political' organisation that focuses on 'spinning' it's outcomes but achieves little - this is very demotivating to agency staff who do want to do a good job.
>
> ...but the loss of efficiency and staff frustration is real and measureable.
>
> Some are too scared to go to the toilet, and they take their rubbish home so they don't have to walk past their managers desk...very low morale & very little trust of management

Twenty two describe their perceptions of being under-resourced, including under-staffed:

> Understaffed & overworked.
>
> A lack of time, money and resources dictates that many things are rushed and incomplete, as well as the prioritisation of projects based on what is achievable, as distinct from most pressing needs.
>
> supplies required to provide care is not replaced quickly enough these days - staff & pts [patients] wait too long & have to chase to hard for things needed.
>
> Managers are generally under resourced...
>
> Inadequate care is a difficult issue as this seems to result from system failure however the onus always seems to fall on individual clinicians with insurmountable caseloads.
>
> staffing issues creating unworkable environments where everyone feels like they can not complete their work correctly and is rushing and only doing half a job. sometimes this causes more issues and creates more work.

A further 33 provided other general negative comments regarding their organisation:

> [redacted] is to top heavy
>
> [redacted] is the worst organisation I have ever had the displeasure to work for
>
> [redacted] suffers from obsession with rules and regulations, has constant changes of senior management who appear to be more interested in career advancement and power
>
> ...the consequence is that committed staff have no promotional pathway for the experience or qualified they are, and the organisation suffers cumulatively from this
>
> ...layer upon layer of managers with few clinicians is amazing!

Some participants provided comments on the public sector and public administration more generally, 13 were positive and 28 negative, one participant also specifically stated the participant wanted to leave:

> ...I have not encountered any inappropriate behaviour, within the period of my employment with the public sector
>
> I believe that there are a lot of good, loyal people working in the public service.
>
> Govn does great work
>
> We have an excellent system full of people wanting to corrupt it
>
> The massive bureaucracy of the current public sector makes efficiency, productivity cumbersome...
>
> The lack of job security that is now rampant in the Public Service as destroyed the idea that your can provide advice 'without fear or favour.' Executive and Managers are all on contract and serve the Minister not the public.
>
> i have found working for the Government it doesnt matter how hard you work it is not noticed...i find it definetly isnt the Government i used to know.
>
> The SA Public Sector has some negative cultural and leadership issues...

TRAINING

Training

Training was raised by some participants. Some mentioned that training had been provided by their organisation. Four mentioned training relating to the role of ICAC, seven mentioned training on aspects of integrity. Thirteen mentioned that no training had been provided in-house.

Other participants mentioned a need for training. Twenty one discussed a need for training relating to ICAC, 12 for issues around internal reporting and 29 for issues around integrity, legislation or policy. Fifteen mentioned a need for more regular reminders or refreshers regarding their varied responsibilities:

> I have no education or informational sharing of the roll ICAC plays. I have no understanding of what would warrant an investigation of corruption in my department.
>
> More training about the role of ICAC or a refresher training for staff along with the Public Service code of conduct
>
> All Managers should be made aware of their obligations when a staff member comes to them to report an incident.
>
> It would be good to have training on what's corruption and how to report. I don't feel like we've received training on this.
>
> More information required what should and shouldn't be reportable
>
> good to brief/refresh government staff on what constitutes corruption and what processes can be followed to take action
>
> There is a greater need for better induction around rights and responsibilities. As agencies hire more temporary staff, consultants or contractors, there needs to be greater understanding impressed on them that they also have to abide by the Code of Ethics and legislation, too.
>
> Reminders / updating training for legislation would be helpful (privacy, financial management compliance, for all new to government / incoming staff from across public sector)

These responses are consistent with the quantitative component of the survey, with 29% of participants being confused about what to report and only 45% agreeing their organisation provided information about reporting. Agencies with the highest agreement of participants being confused about what to report were SA Health (38%), the Department for Child Protection (36%) and the Department for Education (35%).

There was some marked variation between agencies on whether agencies had provided their staff with information about reporting. Those with the least agreement were SA Health (31%), the Department for Child Protection (31%) and the Courts Administration Authority (31%). The agency with the highest agreement was SA Police at 79%.

The qualitative feedback goes further however, as this also included discussions of broader training needs around legislation and organisational policies and procedures.

CONCLUSION

Conclusion

The qualitative feedback received from the Public Integrity Survey 2018 reinforces the survey's quantitative findings in respect of conduct and practices in public administration. The qualitative feedback detailed in this report provides an insight into the effects that poor conduct and practices can have on individuals.

Public officer's spoke of fear and anxiety in reporting genuinely held suspicions of corruption or inappropriate conduct. This anxiety is perhaps justified, with participants describing public officers who 'speak up' as suffering kinds of victimisation such as losing or feeling forced to leave a job or the organisation. Others were seen as 'trouble makers' by their agency. Some participants cast doubt over the utility of reporting. It stands to reason that if nothing changes as a result of making a report or if certain individuals are seen as 'protected', then willingness to report will be low.

Participants also described experiencing other kinds of inappropriate conduct including bullying and harassment, favouritism, poor leadership and management, a failure to effectively address conduct issues, inappropriate storage and access of confidential information and a lack of confidence in Human Resource sections. Some workplaces were described as or inferred to be 'toxic'.

It is gratifying to note some participants, without prompting, described positive work cultures, strong integrity, appropriate integrity controls and processes for ongoing improvement in regards to promoting integrity. Similarly, many participants emphasised a personal commitment to acting with integrity.

This varied feedback has emphasised a need for agencies to talk with their staff to better understand what behaviours may be occurring at particular work sites and the action required to remedy those behaviours.

All public officers are required and should feel supported to be able to speak up if they have genuine issues with conduct in public administration. It is unacceptable that some public officers have experienced negative consequences for doing what they are legally obliged to do and what is in any event ethically right. The victimisation of those who speak up is not to be tolerated. Agencies have an obligation to create an environment where staff are both free to report without reprisal and can be confident their reports will be handled appropriately. Public officers are reminded that reports to the ICAC / OPI carry with them a series of protections. Protections are also afforded under the *Public Interest Disclosure Act 2018* which came into effect 1 July 2019.

The survey feedback should cause agencies to review their policies and procedures to ensure there are no 'loopholes' and that their policies and procedures are providing effective integrity controls. Public officer's awareness of and adherence to these policies and procedures should also be reviewed in the light of survey feedback highlighting a need for training or 'refreshers' on varied aspects of legislation and the duties and responsibilities of those working in public administration.

A review of integrity controls should address those policies related to reporting but also to a review of areas at more risk of integrity breaches, for example, procurement, privacy and confidentiality, financial management and hiring practices. It is emphasised that both employees and clients receiving services from government should be entitled to expect that their information will be used appropriately and stored securely.

However, a balance must be struck between effective integrity controls and policies, and business efficiency. More exhaustive controls should be informed by the levels of risk. Determining where the balance lies between controls and efficiency is not a one-off event. Agencies should ensure they regularly revisit their integrity risks to monitor their controls to ensure these controls remain fit for purpose.

The survey responses addressing Human Resource areas were surprising. Human Resources play an important role in helping support an agency's integrity. At times this role may be seen to conflict with the desires of management. However, Human Resources, corporate services, financial teams and the like within state agencies are tasked with upholding whole of government guidelines relating to appropriate management of staff and government resources. This survey may serve as a reminder of the need to manage staff expectations as to what Human Resource sections can provide in terms of intervention against management policy and may also reinforce the importance of upholding whole of government policies and all agencies focussing on best practice.

The feedback received regarding inappropriate conduct and a failure to manage underperformance suggests a review of performance management and 'exit' strategies across public administration may be warranted. Effective and efficient mechanisms for monitoring staff performance are necessary in ensuring that those employees who are underperforming or behaving poorly and who, after receiving appropriate support and necessary training, continue to be unable or unwilling to change, can be removed from their role and/or public administration. Consideration must be given as to how to address the risk of managers who might misuse such mechanisms to threaten or remove staff who express genuinely held views or differences of opinion.

The survey results have highlighted numerous areas for improvement in public administration. The ICAC Public Integrity survey will be repeated every three years to monitor trends in public officers' experiences and their perceptions of public administration. ICAC is grateful to all participants who took the time to provide feedback which has continued to emphasise that public officers who feel a responsibility and a willingness to speak up are a key factor in maintaining the integrity of public administration. It behoves all agencies to ensure positive workplaces where staff feel safe as well as freely able to raise genuine issues which will be investigated and addressed as appropriate.

APPENDICES

Appendix one: Agency titles and coding approach

AGENCY TITLES

AGENCY OR AGENCY GROUP	ORIGINAL TITLE
Department for Education	Department for Education and Child Development
Department of Human Services (DHS)	Department for Communities and Social Inclusion
Department for Environment and Water (DEW)	Department of Environment, Water and Natural Resources
Department for Innovation and Skills (DIS)	Department of State Development

CODING APPROACH

A subsample of 200 random participant's responses was reviewed to develop an initial coding scheme for the issues raised. This scheme was then used to code the subsample's responses and was revised several times to ensure it was comprehensive. This scheme was then trialled on a further random sample of 200 participant's responses and further refined before being used on the feedback as a whole. At two points the coding scheme was further modified and responses re-coded. Upon completion of coding, responses were further reviewed as part of a data quality process to ensure there was appropriate distinction between the codes.

Appendix two: Agency quantitative data

Most positive ranking ○ | Least positive ranking ●

Scale: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

CAVEATS

State Government agencies have been ranked from most to least positive responses for a range of survey questions. This ranking must be contextualised. A more positive ranking does not necessarily mean that an agency was actually considered to be performing well on that point or that further exploration of an issue or work is not required. Also, the differences in participant responses between agencies of different ranks may, in some cases, be objectively small. Hence, it is important to consider the percentage differences between agencies and not simply their relative ranks.

CONDUCT	WHOLE SAMPLE	SA HEALTH	SAPOL¹	DE¹	DHS	DPTI	DCS	DCP	DPC	DEW	AGD	ES	PIRSA	DIS	CAA	DTF
% of organisation who encountered **bullying / harassment**	44.1	51.4	48.2	41.0	44.3	40.1	56.6	52.5	38.0	40.0	42.8	50.9	28.7	38.4	36.8	25.2
RANK		13	11	8	10	7	15	14	4	6	9	12	2	5	3	1
% who viewed their organisation as having high or extreme vulnerability to **bullying / harassment**	35.0	45.1	44.9	31.4	33.4	23.3	58.6	45.3	27.1	23.2	37.2	40.9	16.8	26.8	22.0	18.3
RANK		13	12	8	9	5	15	14	7	4	10	11	1	6	3	2
% of organisation who encountered **nepotism / favouritism**	41.7	45.0	47.5	42.8	42.9	40.1	54.5	50.5	37.4	39.4	45.9	44.5	25.7	41.2	32.9	27.3
RANK		11	13	8	9	6	15	14	4	5	12	10	1	7	3	2
% who viewed their organisation as having high or extreme vulnerability to **nepotism / favouritism**	34.4	40.9	48.2	35.8	34.1	28.0	50.9	43.9	29.4	26.8	33.0	39.1	14.4	34.2	31.7	35.0
RANK		12	14	10	7	3	15	13	4	2	6	11	1	8	5	9
% of organisation who encountered issues with **inappropriate access to and/or misuse of confidential information**	16.0	20.6	18.5	16.0	15.4	11.9	30.2	15.5	13.6	7.6	15.0	19.3	6.2	14.7	19.7	9.4
RANK		14	11	10	8	4	15	9	5	2	7	12	1	6	13	3
% who viewed their organisation as having high or extreme vulnerability to issues with **inappropriate access to and/or misuse of confidential information**	22.9	30.9	32.3	16.6	15.2	17.9	46.4	34.1	18.1	8.3	26.5	19.1	6.0	14.1	17.1	26.7
RANK		12	13	5	4	7	15	14	8	2	10	9	1	3	6	11

CONDUCT		WHOLE SAMPLE	SA HEALTH	SAPOL¹	DE¹	DHS	DPTI	DCS	DCP	DPC	DEW	AGD	ES	PIRSA	DIS	CAA	DTF
% of organisation who encountered **Financial misconduct, theft, fraud**		10.2	10.8	7.8	9.9	13.1	9.5	14.9	8.8	7.6	7.9	10.1	21.6	6.8	7.9	11.8	3.6
	RANK		11	4	9	13	8	14	7	3	5	10	15	2	5	12	1
% who viewed their organisation as having high or extreme vulnerability to **Financial misconduct, theft, fraud**		7.2	7.8	6.3	4.4	8.0	8.6	10.9	8.5	5.6	6.0	6.0	6.4	4.8	5.4	2.4	11.7
	RANK		10	8	2	11	13	14	12	5	6	6	9	3	4	1	15
% of organisation who encountered **failure to fulfil duties**		22.5	26.8	27.2	21.5	21.5	20.4	36.6	32.9	17.3	13.3	19.8	25.7	14.7	17.9	27.6	11.5
	RANK		11	12	8	8	7	15	14	4	2	6	10	3	5	13	1
% who viewed their organisation as having high or extreme vulnerability to **failure to fulfil duties**		18.8	23.2	25.4	18.3	18.9	14.0	37.3	26.9	11.3	13.7	16.3	23.6	7.8	14.8	14.6	8.3
	RANK		11	13	9	10	5	15	14	3	4	8	12	1	7	6	2
% of organisation who encountered **misuse of power**		22.8	26.6	22.6	24.6	22.5	21.1	31.4	28.6	18.1	18.4	21.3	26.6	12.1	20.4	25.0	12.9
	RANK		12	9	10	8	6	15	14	3	4	7	12	1	5	11	2
% who viewed their organisation as having high or extreme vulnerability to **misuse of power**		20.9	25.4	28.1	18.8	20.7	14.8	37.3	27.8	16.4	11.9	23.3	24.5	7.2	19.5	12.2	16.7
	RANK		12	14	7	9	4	15	13	5	2	10	11	1	8	3	6
% of organisation who encountered issues with **conflicts of interest**		27.8	29.7	31.7	28.7	27.1	26.1	41.5	32.4	21.2	26.3	25.8	31.2	16.0	26.2	26.3	16.5
	RANK		11	13	10	9	5	15	14	3	7	4	12	1	6	7	2
% who viewed their organisation as having high or extreme vulnerability to issues with **conflicts of interest**		24.0	26.9	32.3	21.0	21.4	22.2	40.9	30.5	19.8	21.4	25.1	20.9	11.4	24.2	12.2	15.0
	RANK		12	14	6	7	9	15	13	4	7	11	5	1	10	2	3
% of organisation who encountered issues with **falsifying information**		11.3	12.6	14.4	11.6	12.6	10.3	25.0	14.4	8.2	6.7	8.2	9.2	7.5	8.6	15.8	3.6
	RANK		10	12	9	10	8	15	12	4	2	4	7	3	6	14	1

CONDUCT	WHOLE SAMPLE	SA HEALTH	SAPOL¹	DE¹	DHS	DPTI	DCS	DCP	DPC	DEW	AGD	ES	PIRSA	DIS	CAA	DTF
% who viewed their organisation as having high or extreme vulnerability to issues with **falsifying information**	7.3	7.4	7.6	6.1	5.0	12.1	10.5	6.7	4.5	6.0	8.8	9.1	4.2	7.4	2.4	5.0
RANK		9	11	7	4	15	14	8	3	6	12	13	2	9	1	4
% of organisation who encountered **mismanagement of those receiving care**	10.3	19.7	5.9	4.6	11.7	4.3	19.1	24.8	3.7	2.2	4.8	5.5	2.9	1.1	6.6	1.4
RANK		14	10	7	12	6	13	15	5	3	8	9	4	1	11	2
% who viewed their organisation as having high or extreme vulnerability to **mismanagement of those receiving care**	12.6	23.7	9.6	8.7	15.8	1.9	27.7	35.0	1.7	1.8	7.0	7.3	3.0	2.0	7.3	3.3
RANK		13	11	10	12	3	14	15	1	2	7	8	5	4	8	6
% of organisation who encountered issues with **procurement**	6.1	5.2	3.5	7.2	5.6	7.9	8.0	5.0	5.4	6.3	4.6	10.1	6.8	10.0	2.6	2.9
RANK		6	3	11	8	12	13	5	7	9	4	15	10	14	1	2
% who viewed their organisation as having high or extreme vulnerability to issues with **procurement**	11.2	13.0	15.8	9.6	9.6	10.1	23.6	14.8	10.2	8.3	9.3	11.8	5.4	10.1	4.9	6.7
RANK		12	14	6	6	8	15	13	10	4	5	11	2	8	1	3
% of organisation who encountered issues with **bribery / inappropriate acceptance of gifts**	5.1	5.2	2.5	4.8	4.3	8.5	6.6	3.8	4.5	3.8	4.6	11.5	3.3	5.7	5.3	3.6
RANK		10	1	9	6	14	13	4	7	4	8	15	2	12	11	3
% who viewed their organisation as having high or extreme vulnerability to issues with **bribery / inappropriate acceptance of gifts**	9.7	8.9	12.5	5.7	7.7	11.3	25.0	9.0	9.6	6.5	8.4	12.7	6.0	9.4	7.3	6.7
RANK		8	13	1	6	12	15	9	11	3	7	14	2	10	5	4
% of organisation who encountered **perverting the course of justice**	3.9	4.2	5.8	3.7	4.1	4.3	8.0	6.5	2.0	1.6	3.9	4.1	0.7	1.1	5.3	2.9
RANK		10	13	6	8	11	15	14	4	3	7	8	1	2	12	5
% who viewed their organisation as having high or extreme vulnerability to **perverting the course of justice**	6.9	5.7	18.2	3.1	4.0	3.9	20.9	11.2	4.5	4.2	12.6	7.3	0.6	0.0	12.2	8.3
RANK		8	14	3	5	4	15	11	7	6	13	9	2	1	12	10

CONDUCT	WHOLE SAMPLE	SA HEALTH	SAPOL[1]	DE[1]	DHS	DPTI	DCS	DCP	DPC	DEW	AGD	ES	PIRSA	DIS	CAA	DTF
% of organisation who encountered physical abuse / assault	4.8	6.0	5.0	4.4	5.3	3.0	18.4	7.7	2.0	1.3	2.9	5.0	1.6	1.4	6.6	0.7
RANK		12	9	8	11	7	15	14	5	2	6	9	4	3	13	1
% who viewed their organisation as having high or extreme vulnerability to physical abuse / assault	10.1	12.9	15.2	5.7	13.9	4.7	35.9	22.0	2.8	3.6	6.0	10.9	3.6	1.3	12.2	1.7
RANK		11	13	7	12	6	15	14	3	4	8	9	4	1	10	2

ATTITUDES TO REPORTING	WHOLE SAMPLE	SA HEALTH	SAPOL[1]	DE[2]	DHS	DPTI	DCS	DCP	DPC	DEW	AGD	ES	PIRSA	DIS	CAA	DTF
Have reporting obligations to the ICAC / OPI (%)	79.7	74.3	71.1	82.7	85.5	85.0	84.8	77.5	83.8	81.9	82.8	80.0	84.9	83.7	69.8	86.6
RANK		13	14	9	2	3	5	12	6	10	8	11	4	7	15	1
Willing to report to the ICAC/OPI (%)	69.3	62.6	63.3	67.4	72.9	73.5	73.3	69.3	72.1	73.3	72.3	75.8	71.8	69.7	65.4	80.3
RANK		15	14	12	6	3	4	11	8	4	7	2	9	10	13	1
Willing to report internally (%)	73.2	71.8	68.4	78.4	71.3	70.4	67.3	75.5	75.5	75.4	69.1	72.7	74.5	79.1	68.8	74.0
RANK		9	14	2	10	11	15	3	3	5	12	8	6	1	13	7
Consider negative consequences to the organisation before reporting (%)	19.9	23.5	15.4	18.4	16.3	17.0	20.4	17.8	20.1	17.4	18.4	23.8	14.1	22.6	22.5	13.0
RANK		14	3	8	4	5	11	7	10	6	8	15	2	13	12	1
Feel intimidated to report (%)	42.8	49.4	31.9	44.0	40.4	40.2	38.5	43.5	44.3	43.3	45.0	38.3	38.1	45.2	43.8	37.0
RANK		15	1	11	7	6	5	9	12	8	13	4	3	14	10	2
Know of others who had experienced negative consequences (%)	29.2	36.2	40.2	24.7	31.6	26.0	39.3	36.8	24.0	24.0	23.5	33.0	16.3	16.8	32.1	17.9
RANK		12	15	7	9	8	14	13	5	5	4	11	1	2	10	3

ATTITUDES TO REPORTING	WHOLE SAMPLE	SA HEALTH	SAPOL¹	DE²	DHS	DPTI	DCS	DCP	DPC	DEW	AGD	ES	PIRSA	DIS	CAA	DTF
Reporting externally has negative consequences (%)	35.7	41.6	30.0	34.6	34.2	32.8	36.4	35.7	35.9	29.6	35.1	37.4	29.0	40.4	43.0	28.1
RANK		14	4	7	6	5	11	9	10	3	8	12	2	13	15	1
My organisation has adequate protections for those who report (%)	24.8	17.7	31.3	21.4	24.1	25.8	24.8	19.4	25.0	22.1	23.7	21.7	29.5	21.9	30.2	40.9
RANK		15	2	13	8	5	7	14	6	10	9	12	4	11	3	1

REPORTING FRAMEWORK	WHOLE SAMPLE	SA HEALTH	SAPOL¹	DE¹	DHS	DPTI	DCS	DCP	DPC	DEW	AGD	ES	PIRSA	DIS	CAA	DTF
My organisation discourages reporting (%)	14.0	18.7	13.7	15.6	14.3	12.5	20.5	12.8	9.1	9.7	11.0	19.1	8.1	9.2	15.1	7.4
RANK		13	9	12	10	7	15	8	3	5	6	14	2	4	11	1
Confident my organisation would take action (%)	39.6	27.9	38.8	37.9	38.9	43.0	31.4	29.5	46.5	44.5	46.3	37.0	55.1	45.4	48.8	61.1
RANK		15	10	11	9	8	13	14	4	7	5	12	2	6	3	1
My organisation has policies and procedures for reporting (%)	65.0	59.6	88.0	61.1	68.8	64.7	80.5	51.4	63.2	60.0	49.9	62.6	68.7	52.6	62.8	77.9
RANK		12	1	10	4	6	2	14	7	11	15	9	5	13	8	3
My organisation provides information about reporting (%)	44.9	30.6	78.7	34.2	50.0	54.9	60.7	31.0	37.5	46.6	50.0	49.0	38.6	41.4	—²	52.9
RANK		14	1	12	5	3	2	13	11	8	5	7	10	9	-	4
Confused about what to report (%)	29.4	38.4	17.4	34.5	23.3	24.3	20.5	35.5	24.4	28.5	28.0	28.1	27.2	27.1	22.1	18.1
RANK		15	1	13	5	6	3	14	7	12	10	11	9	8	4	2

1: SA Police was shortened to SAPOL and the Department for Education was shortened to DE for practical reasons. Note, the Department for Education does not use an acronym.
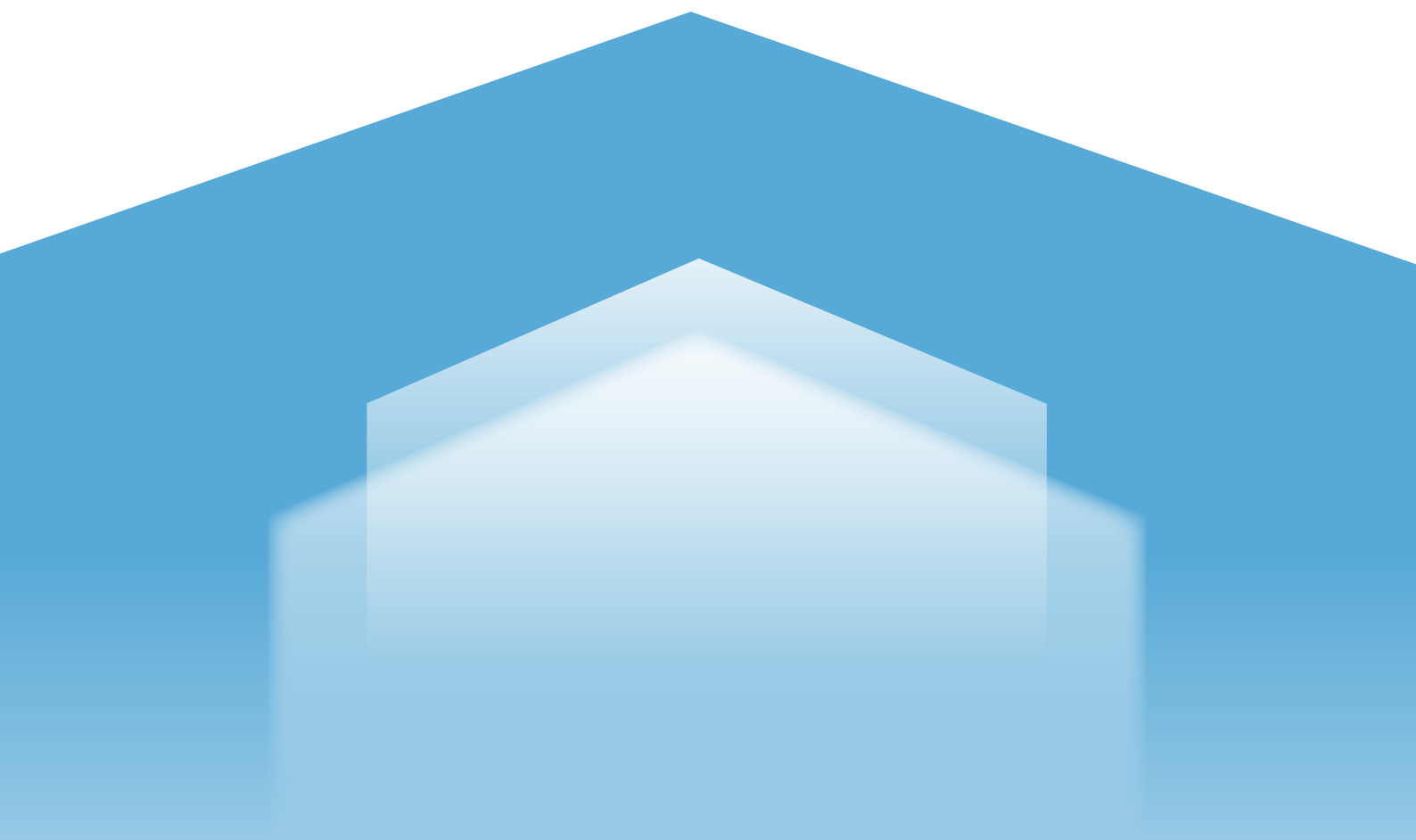2: Numbers of responses were too low to draw any meaningful conclusions.

SPECIFIC QUESTION WORDING

QUESTION TOPIC	SPECIFIC WORDING	RESPONSE SCALE
CONDUCT		
Percentage of organisation who encountered corruption or inappropriate conduct	In your work for the State or Local government have you personally encountered any of the following corruption or inappropriate conduct, in the last five years?	Yes; No; Not Applicable ▶ bullying and harassment ▶ nepotism / favouritism ▶ inappropriate access to and/or misuse of confidential information ▶ financial misconduct, theft, fraud (excluding procurement issues ▶ failure to fulfill duties (excluding other categories) ▶ misuse of power (excluding other categories) ▶ conflict of interest ▶ falsifying information (excluding financial misconduct and procurement issues) ▶ mismanagement of those receiving care ▶ procurement (distinct from general financial issues) ▶ bribery / inappropriate acceptance of gifts ▶ perverting the course of justice ▶ physical abuse / assault
Percentage who viewed their organisation as having high or extreme vulnerability to corruption or inappropriate conduct	Considering your current workplace's practices and policies, how vulnerable do you think your workplace is to the following corruption or inappropriate conduct?	Not at all vulnerable; Somewhat vulnerable; Moderately vulnerable; Highly vulnerable; Extremely vulnerable; Not Applicable. (List of different forms of corruption)
Attitudes of reporting		
Have reporting obligations to the ICAC / OPI	Anyone working with or for the State or Local Government is required to report corruption or inappropriate conduct to the Office for Public Integrity / Independent Commissioner Against Corruption	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
Willing to report to the ICAC / OPI	I think I would report corruption or inappropriate conduct to the Office for Public Integrity / Independent Commissioner Against Corruption	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
Willing to report internally	I think I would report corruption or inappropriate conduct to someone inside my organisation	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.

QUESTION TOPIC	SPECIFIC WORDING	RESPONSE SCALE
Consider negative consequences to the organisation before reporting	It is important to consider the potential negative consequences to your organisation before reporting	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
Feel intimidated to report	I would feel intimidated to report	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
Know of others who had experienced negative consequences	I know of other who have had negative consequences when they have reported	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
Reporting externally has negative consequences	Reporting to an external agency generally has negative consequences for the person reporting	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
My organisation has adequate protections for those who report	I feel there are adequate protection in my organisation for those who've reported	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
Reporting framework		
My organisation discourages reporting	My organisation discourages reporting	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
Confident my organisation would take action	If I make a report in my organisation, I am confident that appropriate action would be taken.	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
My organisation has policies and procedures for reporting	My organisation has policies and procedures for reporting	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
My organisation provides information about reporting	My organisation provides information about reporting	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.
Confused about what to report	I'm confused about what conduct should be reported	Strongly Agree; Agree; Neither agree nor disagree; Disagree; Strongly Disagree.

Notes

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