

## Integrity in decision making

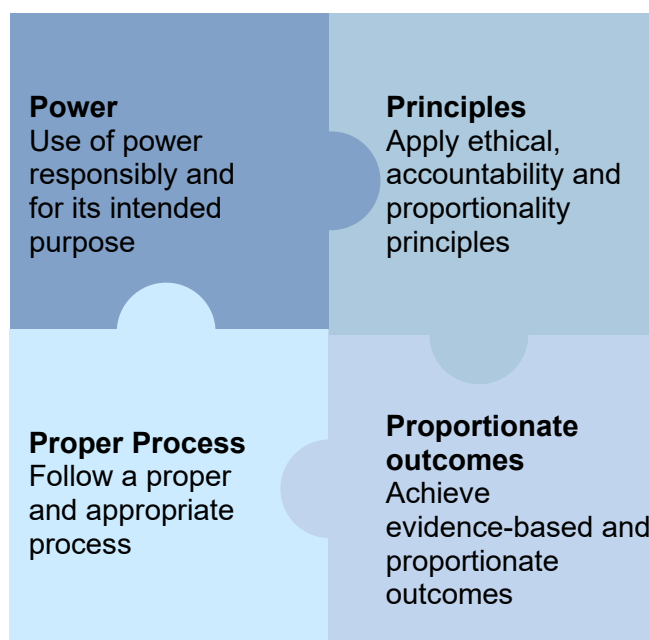
Decisions which impact on the Western Australian community are made by public officers every day and the community expects those officers to act with integrity when making decisions. Decisions made by public officers range from day-to-day operational decisions which may affect only one individual to major policy decisions that have broad impact across the community. Examples include:

- Policy decisions;
- Regulation, enforcement and compliance decisions;
- Decisions about services and product delivery to the community;
- Internal governance and management decisions including human resources, financial and procurement decisions; and
- Decisions about the security and appropriate release of information and records.

Integrity in decision making is crucial to good governance and sustaining public trust. The community needs to have confidence in the decisions made by public officers.

## Integrity in decision making framework

The integrity in decision making framework outlined below is designed to assist public officers when making decisions.



### Key questions for decision makers:

- Do I have the power to make this decision?
- What ethical, accountability and proportionality principles apply?
- What is the appropriate process for making this decision?
- How can I achieve a balanced and proportionate outcome?

# Integrity in Decision Making



## Power

### Key question:

Do I have the power to make this decision?

### Before making a decision, think about:

- The basis for exercising power - through statute
- or delegation
- Using the power for the purpose for which it was intended
- The extent and limitations of the power
- The relevant considerations when exercising judgement
- Where to get advice or relevant expertise

For more information, see the [Power Information Sheet](#).



## Principles

### Key question:

What ethical, accountability and proportionality principles apply?

### Before making a decision, think about:

- The legislation/regulation and ethical/ conduct codes that need to be followed.
- Conflicts of interest, confidentiality and procedural fairness.
- The consequences of the decision to you, the public authority and to others.
- Where to report concerns about decision making within your public authority.

For more information, see the [Principles Information Sheet](#).

# Integrity in Decision Making

## Proper Process

### Key question:

What is the appropriate process for making this decision?

### Before making a decision, think about:

- The information to be collected and considered
- Whether procedural fairness applies
- Recording and communicating the decision
- The information to be released, to whom, and when
- Informing about internal and external review processes
- Reflecting on the decision to consider potential improvements to the process for the future.

For more information, see the [Proper Process Information Sheet](#).

## Proportionate Outcomes

### Key question:

How can I achieve a balanced and proportionate outcome?

### Before making a decision, think about:

- Ensuring the decision is evidence-based
- The costs and benefits of the proposed decision
- Reflecting on the outcome to ensure it is balanced and proportionate
- The consequences of the decision
- Using feedback from past decisions as opportunities for learning and improving outcomes for similar decisions

For more information, see the [Proportionate Outcomes Information Sheet](#).

# Pathways to assistance

## Supporting information and checklists

The following supporting information and checklists provide further details to assist public authorities and decision makers, and are available at [www.ombudsman.wa.gov.au/Publications/Guidelines.htm](http://www.ombudsman.wa.gov.au/Publications/Guidelines.htm):

- Power
- Principles
- Proper Process
- Proportionate Outcomes
- Checklist for Public Authorities
- Checklist for Decision Makers

The Integrity in Decision Making Framework and supporting information sheets and checklists were developed in collaboration with the agencies set out below who also provide information and advice to public authorities on decision making.

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### Ombudsman Western Australia

The Ombudsman provides information and advice to public authorities on decision making including:

- Effective handling of complaints
- Procedural fairness
- Administrative decision making
- Good record keeping



[www.ombudsman.wa.gov.au](http://www.ombudsman.wa.gov.au)

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### Public Sector Commission

- Accountable and ethical decision making, including conflict of interest and minor misconduct
- Human resources standards and management
- Ethics in the public sector
- Public sector monitoring and compliance
- Public interest disclosures



Public Sector  
Commission

[www.publicsector.wa.gov.au](http://www.publicsector.wa.gov.au)

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### Corruption and Crime Commission

- Building corruption resistant organisational systems and culture
- Serious misconduct identification and dealing with misconduct allegations



[www.ccc.wa.gov.au](http://www.ccc.wa.gov.au)

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### Office of the Information Commissioner

- The freedom of information process
- Responding to information complaints and requests for review



[www.foi.wa.gov.au](http://www.foi.wa.gov.au)

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## Ombudsman Western Australia

Call us 08 9220 7555 or Freecall 1800 117 000 (free from landlines)

Interpreter 131 450

National Relay Service (quote 08 9220 7555)

Email us at [mail@ombudsman.wa.gov.au](mailto:mail@ombudsman.wa.gov.au) Website [www.ombudsman.wa.gov.au](http://www.ombudsman.wa.gov.au)

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