

Integrity in decision making

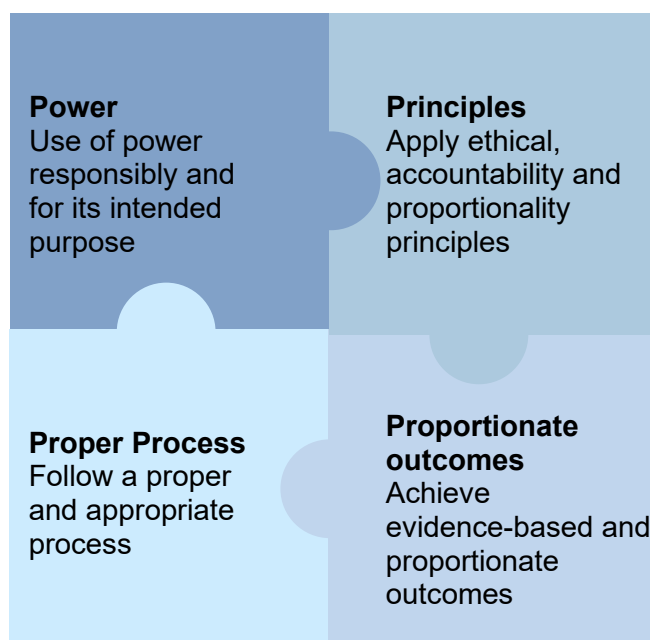
Decisions which impact on the Western Australian community are made by public officers every day and the community expects those officers to act with integrity when making decisions. Decisions made by public officers range from day-to-day operational decisions which may affect only one individual to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

- 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.

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

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

Corruption and Crime Commission

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



Office of the Information Commissioner

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



www.foi.wa.gov.au

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

Website www.ombudsman.wa.gov.au

Visit us at Level 2, Albert Facey House, 469 Wellington Street Perth WA 6000

Write to us at PO Box Z5386 St Georges Terrace Perth WA 6831

Before a public officer makes a decision, they must ensure they have the legal power and authority to make that decision.

Sources of power

Sources of decision making power are:

- Statutory power derived from Acts of Parliament or other legal instruments such as regulations and statutory rules; and
- Executive power which enables public authorities to carry out administrative actions needed to undertake their functions and to manage their organisation, including their staff and resources.

Delegation of power

Some powers may be delegated by the responsible officer, who is usually the Chief Executive Officer. This involves:

- Providing delegated officers with the authority to make decisions in specified circumstances;
- Understanding that when the delegation is in place, both the responsible officer and the delegate have the power and authority to make decisions; and
- Understanding that the responsible officer is ultimately accountable for the decision made.

Responsible use of power

Decision makers must use their power responsibly by:

- Using power for the purposes for which it was intended;
- Being aware of the extent of, and any limitations to, their power to make decisions and operating within these limits;
- Being independent and free from bias, and declaring and managing conflicts of interest; and
- Acting fairly, reasonably and in good faith.

Exercising judgement

Legislation often requires decision makers to act in a certain way in defined circumstances. Decision makers may also be given a discretionary power to deal with an issue and to exercise judgement in making decisions. This involves:

- Making an informed and independent judgement about the matter to be decided upon;
- Determining and weighing up relevant considerations and ignoring irrelevant ones; and
- Seeking advice from people with relevant expertise, considering appropriate policies and guidelines, and deciding each case on its merits.

Power - Checklist

This checklist may be useful to assist public authorities and decision makers in using their decision making powers responsibly.

	YES	NO	IN DEVELOPMENT
Considerations for public authorities			
• Is there a clear understanding of the scope and nature of decisions that fall within the organisation's responsibility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a clear understanding of the statutory and executive power available and any limitations that need to be considered and is clear guidance about this provided to decision makers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a system of delegation in place which is recorded, authorised by the CEO and is subject to regular review?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are delegation arrangements clearly communicated to all staff and is delegation documentation easily accessible to staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do relevant policies, processes and guidelines include details about power and authority?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there controls in place that ensure decisions are only made by those with the appropriate power and authority to do so?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Considerations for decision makers			
• Do you have the statutory or executive power, or delegated authority, to make this decision and know where to find your organisation's delegations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know what decisions you have the power and authority to make?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there limitations on your power and do you know the circumstances in which these limitations apply?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know if you should be making this decision, taking into account any real or perceived conflicts of interest?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you have the discretion to exercise judgement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know what factors to take into account when exercising judgement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know who you can speak to if you are unclear about the nature or scope of your power?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Integrity in Decision Making Framework and supporting information and checklists were developed through the collaboration of the Ombudsman Western Australia with the Public Sector Commission, Corruption and Crime Commission and Office of the Information Commissioner.

The Integrity in Decision Making Framework and supporting information sheets and checklists are available on the Ombudsman's website at www.ombudsman.wa.gov.au.

Public officers should make decisions that serve the public interest by ensuring decisions support policy, are made in pursuit of organisational goals and are ethical and equitable. These decisions should be made in accordance with key ethical, accountability and proportionality principles. By doing this public officers are more likely to make decisions that are fair and reasonable and can withstand independent scrutiny.

Ethical principles

Ethical principles relate to the way decision makers conduct themselves. This may include:

- Acting in the public interest;
- Impartiality, honesty and fairness;
- Diligence, consistency and timeliness; and
- Respect for the interests, rights and safety of others.

Accountability principles

Accountability principles relate to transparency and the responsible use of power and resources. This may include:

- Adhering to relevant legislative/regulatory requirements;
- Acting in accordance with the organisation's ethical codes and policies;
- Considering confidentiality and a person's privacy;
- Applying procedural fairness (natural justice);
- Using public resources of the State in an accountable and transparent manner;
- Documenting the rationale for decisions;
- Providing reasons for decisions; and
- Allowing an opportunity for review.

Proportionality principles

Proportionality principles relate to making reasonable decisions in consideration of the circumstances of the case. This may include:

- Considering the nature and importance of the decision to be made;
- Identifying all relevant information;
- Evaluating the costs, benefits and potential consequences (including unintended consequences) of the decision;
- Ensuring decisions are reasonable given the circumstances of the case; and
- Giving due regard for the practical implementation of the decision.

Principles - Checklist

This checklist may be useful to assist public authorities and decision makers in ensuring they are applying the appropriate principles for integrity in decision making.

	YES	NO	IN DEVELOPMENT
Considerations for public authorities			
• Are organisational goals and priorities consistent with policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the concept of 'public interest' understood and explained within the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are relevant ethical codes applied within the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do internal policies include integrity principles and are they readily accessible to all employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there activities undertaken that raise awareness of integrity in decision making?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do decision makers know where to seek clarification when applying the integrity principles?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there processes in place to monitor the application of key integrity principles and potential integrity risks and report suspected misconduct?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there controls to mitigate integrity risks and address issues identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Considerations for decision makers			
• Do you know the ethical codes and legislation/regulations applying to decision making in your organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Have you considered the 'First Steps' questions for ethical and accountable decision making?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Am I doing the right thing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– How would others judge my actions?			
– How could my actions impact on others?			
– Should I discuss this with someone else?			
– Does your decision support organisational goals?			
• Are your reasons for making a decision transparent and capable of being reviewed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you aware of maintaining an appropriate level of confidentiality and have you considered privacy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know where to report concerns about the application of the integrity principles in decision making within your organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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When making decisions, public officers should follow a proper process which is consistent with relevant legislative and policy requirements.

Appropriate process

The decision making process should be appropriate taking into account:

- The nature and impact of the decision and the circumstances of the case;
- Confidentiality requirements;
- The time available to make the decision; and
- The information and documentation required to support the decision.

Collecting and considering the evidence

Decision makers should identify, obtain and consider the appropriate level of information (evidence) to support a fair and reasonable decision. This includes:

- Weighing up what is fair and reasonable, based on the evidence and individual circumstances of the case (ensuring all relevant information is taken into account and irrelevant information is not); and
- Exploring the possible outcomes of the decision including the costs and benefits, and attempting to foresee any unintended consequences of the decision.

Procedural fairness

Decision makers should provide procedural fairness (natural justice) by:

- Providing people who are adversely affected by a decision with the right to a hearing appropriate to the circumstances;
- Ensuring decisions are made without bias and that conflicts of interest are managed; and
- Ensuring the evidence supports the decision being made.

Recording and communicating decisions and providing reasons

Decision makers should record, communicate and, where appropriate, provide reasons for their decisions. This involves:

- Recording the critical details of the decision making process and the outcomes;
- Communicating the outcome clearly, concisely, and sensitively to appropriate people including those who may be adversely affected;
- Providing details of the reasons in a way that the person affected by the decision can understand what decision was made and why; and
- Considering what information should be released, to whom, and when, taking into account any privacy or confidentiality provisions.

Reviewing decisions

The review of decisions ensures public authorities are accountable, transparent and engaged in continuous improvement. Decision makers should inform affected parties about internal and external appeal or review processes, and reflect on the outcome of any such appeal or review to consider any potential improvements to the process for the future.

Proper Process - Checklist

This checklist may be useful to assist public authorities and decision makers in ensuring they have the appropriate processes and associated tools in place to make efficient and effective decisions.

	YES	NO	IN DEVELOPMENT
Considerations for public authorities			
• Is guidance provided to decision makers about how to navigate and apply the decision making process and are associated policies, guidelines, templates and precedents easily accessible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are appropriate systems provided for decision makers to declare and manage conflicts of interest?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is guidance provided to decision makers about recording and communicating decisions and releasing information about decisions to stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a system in place that provides for internal and external review of decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are decision makers given the opportunity to reflect on their decision making process so they can identify areas for improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Considerations for decision makers			
• Do you know where to find guidance on the decision making processes relevant to the decision you are making?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know where to find precedents, past practices and templates that might assist you during the process and in making a final decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you able to be impartial and unbiased in making this decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know who to speak to if you are unclear about the proper process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Have you considered what the appropriate process to follow is to make this decision and does this incorporate procedural fairness considerations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know what documentation you need to support the decision, the information you need to give to people affected (provided in the reasons for your decisions), how that documentation is recorded and released and how internal and external review processes can be accessed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Outcomes of decisions need to be fair, reasonable, evidence-based and proportionate to the matter being decided upon and the circumstances of the case.

Evidence based outcomes

Outcomes of decisions need to be fair, reasonable, evidence-based and proportionate to the matter being decided upon and the circumstances of the case.

As there will always be at least one alternative outcome arising from a decision making process, there should always be appropriate evidence to support the particular decision made. Decision makers should ensure:

- There is an appropriate quality and quantity of evidence to support the decision;
- They are able to explain the decision with confidence, not concern; and
- They balance use of precedents that provide a body of knowledge and learning from past experience, with an assessment of each case on its own merits.

Balanced outcomes

Some decisions are complex and have wide ranging implications. Others may be relatively simple, day-to-day decisions about operational activities. The outcomes of each decision need to be proportionate, taking into consideration:

- An assessment of the benefits and impact of the preferred outcome for those affected including individuals, the public and the public authority;
- The costs and benefits of implementing the preferred outcome taking into account one-off implementation costs, compliance costs, and ongoing costs, and the opportunity cost of using the same resources elsewhere;
- The relative benefit, impact and costs of any alternative outcome; and
- The need to balance a range of needs including:
 - Community expectations, policy and agency priorities;
 - Public interest as well as the needs of the affected individuals; and
 - The need for innovation and change and any associated risks.

Public authorities and decision makers should engage in reflective review of the outcomes of decisions to ensure they are balanced, evidence-based and proportionate.

Considerations of consequences

While decision makers intend to make good decisions with good outcomes, sometimes unintended consequences can result. As much as possible, all potential consequences of a decision should be explored to avoid unintended, undesirable outcomes.

Improving outcomes through reviews

Reviews of decisions (internal or external) should be seen as part of the public authority's process of continuous improvement. Adverse findings for an individual decision maker or public authority should generally not be taken negatively or personally. Feedback should be taken onboard and seen as an opportunity for learning and improving outcomes for similar decisions in the future.

Proportionate Outcomes - Checklist

This checklist may be useful to assist public authorities and decision makers in considering outcomes that are fair, reasonable, evidence-based and proportionate.

	YES	NO	IN DEVELOPMENT
Considerations for public authorities			
• Do processes allow sufficient time for decision makers to make evidence-based decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there recognition of the competing needs the decision maker has to consider to reach a balanced and proportionate decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is guidance or training provided to decision makers about how the agency prioritises competing needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is easy access provided to precedents, templates and advice to assist decision makers to make evidence-based and proportionate decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is reflective review of outcomes part of the decision making process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a system in place to undertake an internal review of individual decisions when appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a mechanism in place to identify and manage potential risks when making decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Considerations for decision makers			
• Do you know your organisation's priorities in terms of what weight to put on the competing needs of individuals, the public and the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know if the decisions you make strike the right balance between competing needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you aware of the long-term consequences of your decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you advised if your decision is appealed against, overturned or approved by a higher authority?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know where to find appropriate documented evidence of decisions that have been made previously?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you aware of who might review decisions that you make and how you can learn from them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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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.

The Integrity in Decision Making Framework and supporting information and checklists were developed through the collaboration of the Ombudsman, the Public Sector Commission, the Corruption and Crime Commission and the Office of the Information Commissioner.

The Framework includes guidelines that provide information and tools on integrity in decision making, which can be used to strengthen and sustain decision making processes. These guidelines highlight key points which have been identified as useful considerations for decision makers.

	YES	NO	IN DEVELOPMENT
Power Q: Do I have the power to make this decision?			
• Do you have the statutory or executive power, or delegated authority, to make this decision and know where to find your organisation's delegations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know what decisions you have the power and authority to make?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there limitations on your power and do you know the circumstances in which these limitations apply?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know if you should be making this decision, taking into account any real or perceived conflicts of interest?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you have the discretion to exercise judgement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know what factors to take into account when exercising judgement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know who you can speak to if you are unclear about the nature or scope of your power?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principles Q: What ethical, accountability and proportionality principles apply?			
• Do you know the ethical codes and legislation/regulations applying to decision making in your organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Have you considered the 'First Steps' questions for ethical and accountable decision making:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Am I doing the right thing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– How would others judge my actions?			
– How could my actions impact on others?			
– Should I discuss this with someone else?			
– Does your decision support organisational goals?			
• Are your reasons for making a decision transparent and capable of being reviewed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you aware of maintaining an appropriate level of confidentiality and have you considered privacy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know where to report concerns about the application of the integrity principles in decision making within your organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Checklist for Decision Makers

	YES	NO	IN DEVELOPMENT
Proper Process Q: What is the appropriate process for making this decision?			
• Do you know where to find guidance on the decision making processes relevant to the decision you are making?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know where to find precedents, past practices and templates that might assist you during the process and in making a final decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you able to be impartial and unbiased in making this decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know who to speak to if you are unclear about the proper process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Have you considered what the appropriate process to follow is to make this decision and does this incorporate procedural fairness considerations?			
• Do you know what documentation you need to support the decision, the information you need to give to people affected (provided in the reasons for your decisions), how that documentation is recorded and released and how internal and external review processes can be accessed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proportionate Outcomes Q: How can I achieve a balanced and proportionate outcome?			
• Do you know your organisation's priorities in terms of what weight to put on the competing needs of individuals, the public and the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know if the decisions you make strike the right balance between competing needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you aware of the long-term consequences of your decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you advised if your decision is appealed against, overturned or approved by a higher authority?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do you know where to find appropriate documented evidence of decisions that have been made previously?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are you aware of who might review decisions that you make and how you can learn from them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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The Framework includes guidelines that provide information and tools on integrity in decision making, which can be used to strengthen and sustain decision making processes. These guidelines highlight key points which have been identified as useful considerations for public authorities.

	YES	NO	IN DEVELOPMENT
Power Q: Do I have the power to make this decision?			
• Is there a clear understanding of the scope and nature of decisions that fall within the organisation's responsibility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a clear understanding of the statutory and executive power available and any limitations that need to be considered and is clear guidance about this provided to decision makers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a system of delegation in place which is recorded, authorised by the CEO and is subject to regular review?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are delegation arrangements clearly communicated to all staff and is delegation documentation easily accessible to staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do relevant policies, processes and guidelines include details about power and authority?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there controls in place that ensure decisions are only made by those with the appropriate power and authority to do so?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principles Q: What ethical, accountability and proportionality principles apply?			
• Are organisational goals and priorities consistent with policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is the concept of 'public interest' understood and explained within the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are relevant ethical codes applied within the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do internal policies include integrity principles and are they readily accessible to all employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there activities undertaken that raise awareness of integrity in decision making?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Do decision makers know where to seek clarification when applying the integrity principles?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there processes in place to monitor the application of key integrity principles and potential integrity risks and report suspected misconduct?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are there controls to mitigate integrity risks and address issues identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Checklist for Public Authorities

	YES	NO	IN DEVELOPMENT
Proper Process Q: What is the appropriate process for making this decision?			
• Is guidance provided to decision makers about how to navigate and apply the decision making process and are associated policies, guidelines, templates and precedents easily accessible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are appropriate systems provided for decision makers to declare and manage conflicts of interest?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is guidance provided to decision makers about recording and communicating decisions and releasing information about decisions to stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a system in place that provides for internal and external review of decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are decision makers given the opportunity to reflect on their decision making process so they can identify areas for improvement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proportionate Outcomes Q: How can I achieve a balanced and proportionate outcome?			
• Do processes allow sufficient time for decision makers to make evidence-based decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there recognition of the competing needs the decision maker has to consider to reach a balanced and proportionate decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is guidance or training provided to decision makers about how the agency prioritises competing needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is easy access provided to precedents, templates and advice to assist decision makers to make evidence-based and proportionate decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is reflective review of outcomes part of the decision making process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a system in place to undertake an internal review of individual decisions when appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a mechanism in place to identify and manage potential risks when making decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Integrity in Decision Making Framework and supporting information sheets and checklists are available on the Ombudsman's website at www.ombudsman.wa.gov.au.