Corruption Prevention: Beyond Risk Management – Leveraging operational effectiveness

Research School of Social Sciences Executive Course

Sydney: 28-29 October, then Canberra: 14-15 November 2013 (4 days, $2,800 + GST).

The course is delivered by Professor Adam Graycar, ANU Research School of Social Sciences, Dr Robert Waldersee and Adam Shapiro, ICAC NSW.

The executive course is an opportunity for state and Federal government public servants to learn and work together on corruption issues that affect all levels of government.

Many public organisations have done what they have been asked in terms of corruption prevention. They have developed a robust code of conduct and implemented a range of policies, procedures, governance structures and compliance measures. While this approach has had many successes and has had a strong impact on corruption prevention, ICAC investigations continue to find corrupt conduct in agencies despite these measures being in place.

A common response to corrupt conduct in this situation is for organisations to focus on the emergent corruption risks and apply more governance and compliance controls to address them. Unfortunately, the law of diminishing returns seems to apply with the additional controls yielding fewer benefits while managers become increasingly concerned about the escalating compliance costs and the impact on their ability to meet their business requirements. This can provide an incentive for staff to find procedural work-arounds that undermine the entire governance and compliance framework.

This executive course looks practically at a range of theories on why corruption occurs. It builds on the traditional risk management approach by focussing on the design of operationally effective systems and processes that eliminate opportunities for corruption to occur while achieving key operational goals as efficiently as possible. Through case studies, participants will apply theoretical models of what drives corruption so that they can assess situations from a variety of standpoints.

By the end of this workshop, participants will

> be able to analyse corrupt conduct from a number of perspectives (equity, group dynamics, organisational structure)
> be able to identify the key operational goals that need to be achieved by a process
> be able to use tools to assess failings in an existing process
> know how to go about redesigning an existing process to make it more operationally effective while eliminating opportunities for corruption, and
> know how to analyse a process for corruption risks.

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