



SES Integrity Responsibilities: Advice for agency integrity areas

- ✓ Strategic reporting to executive committees can be useful leverage for influencing action to foster integrity behaviours.
 - Work with your senior executives to ensure executive committee responsibility for integrity-related matters, and collect relevant metrics to assist in the regular improvement of integrity frameworks and policies in your entity.
- ✓ Implement diverse reporting channels that use different platforms (in person, telephone hotline or online form), which provide options for anonymous reporting and do not require reports to be made directly to managers/SES/work areas they oversee.
- ✓ Ensure timely follow-up and responsiveness to staff members who do raise concerns, to demonstrate that their reports translate to action.
- ✓ Communicate about the outcomes of internal reports, particularly when they lead to improved processes, along with providing feedback to and recognising staff who report (either through confidential performance management processes or within the agency).
- ✓ Train all staff on the purpose and procedure for reporting, including on how to handle reports confidentially.
- ✓ Review your entity's internal reporting framework to ensure that it is accessible, fit-for-purpose and can provide confidentiality and protection from reprisals to staff who wish to raise concerns, including in relation to their managers or SES.
 - Removing excessive reporting layers is a critical success factor in enabling accountability and allowing action to be taken in response to reports at lower levels of the organisation.
- ✓ Build intelligence over time by collecting and analysing integrity data, to target responses to the areas of greatest vulnerability and inform changes to controls.
- ✓ Consider pressure testing your entity's integrity frameworks including in relation to SES staff and their management of integrity issues
 - Recording the metrics of pressure testing will paint a broader picture of the underlying integrity issues of your entity.

For more information on the role of senior executives in upholding integrity obligations, see ACLEI's [Guide on Integrity Responsibilities of Senior Executives](#).