Professional Standards Command

Procedures for Managing Conflicts of Interest

Date July 2012
## MODIFICATION HISTORY

<table>
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<tr>
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<tr>
<td>September 2009</td>
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<td>Reviewed and updated. The Conflicts of Interest Policy &amp; Guidelines document has been divided into the Conflicts of Interest policy statement and Procedures for Managing Conflicts of Interest in line with new corporate templates.</td>
</tr>
</tbody>
</table>
Table of Contents

Commander’s foreword ................................................................................................... 6
Purpose ........................................................................................................................... 7
Scope ............................................................................................................................ 7
Introduction................................................................................................................... 8

Definitions.................................................................................................................... 8
What is a conflict of interest?.................................................................................... 8
Public interest........................................................................................................... 9
Private interest ......................................................................................................... 9
Pecuniary (financial) interests ................................................................................ 10
Non pecuniary (non financial) interests ................................................................. 10
Official duties and responsibilities ......................................................................... 10
Types of conflicts of interest .................................................................................... 10
Specific types of conflicts of interest ....................................................................... 11
Political affiliations .................................................................................................. 11
Examples of conflicts of interest ............................................................................. 11
High risk situations which may result in conflicts of interest .............................. 12

Individual Responsibilities.............................................................................................. 12
Flowchart for individual responsibilities ............................................................... 13
1. Identify the conflict ............................................................................................ 14
Consider the perceptions of others ..................................................................... 14
Assessing your situation ....................................................................................... 15
2. Avoid the conflict ................................................................................................ 15
3. Report the conflict .............................................................................................. 16
4. Manage the conflict ............................................................................................ 16
Alternative resolution ............................................................................................ 16
5. Monitor the conflict ............................................................................................. 17
Commander and Manager Responsibilities

Flowchart for commander and manager responsibilities

Command strategies

Identifying conflicts of interest

Avoiding conflicts of interest

1. Record conflicts of interest

Maintaining confidentiality

2. Assess the risks

3. Identify management strategies

   i  Record
   ii Restrict involvement
   iii Recruit others to assist
   iv Remove the person from the situation
   v Relinquish the personal interest

Alternative resolution

4. Managing conflict

5. Monitor the conflict
Commander’s foreword

Conflicts of interest arise when NSW Police Force employees are influenced or appear to be influenced by personal and professional interests when doing their job. They are a problem because the community has a right to expect that NSW Police Force employees will perform their duties fairly and impartially and that decisions are not affected by self-interest and/or personal gain.

NSW Police Force employees have responsibilities, rights and privileges not available to members of the community and in return are entitled to trust your integrity.

Policing is only truly effective when police personnel are respected and trusted by the community. Allegations that conflicts of interest have impaired fair decision making erode that trust and diminish the authority, reputation and effectiveness of the NSW Police Force.

Conflicts of interest are a major risk to the NSW Police Force. You are expected to report all conflicts of interests that you cannot avoid and participate in their resolution or management. The NSW Police Force expects all employees to take personal responsibility for their actions. Having read this document, no employee should ever expect to succeed in a claim that they did not know what a conflict of interest was, and/or did not know they had to disclose it.

Having a conflict of interest is sometimes unavoidable. You will not come to notice adversely just for having a conflict of interest, unless your conduct in dealing with it is corrupt, criminal or otherwise demonstrates that you lack integrity.

The community should never be disadvantaged because you have resolved a conflict in favour of yourself. As a result you must never hide or ignore a conflict of interest or gain personally from an opportunity encountered as a NSW Police Force employee in a manner that is inconsistent with your duties or your oath of office. Such conduct will raise into question your suitability to be employed by the NSW Police Force, regardless of your employment status.

By establishing and communicating a policy on the topic the NSW Police Force makes its expectations clear and this document will help you to appropriately resolve conflicts between your personal interests and public duty.

Paul A. Carey APM
Assistant Commissioner
Professional Standards
Purpose

This document provides all NSW Police Force employees with direction and guidance to identify, report manage and resolve conflicts of interest.

Conflicts of interest must be managed according to the Conflict of Interest Policy and this document.

This enables the NSW Police Force to:

- provide fair and impartial services to the community
- maintain public confidence in policing
- implement corruption resistance strategies
- effectively deal with allegations of bias / misconduct.

Scope

This document applies to any individual engaged in activity on behalf of the NSW Police Force, whether on or off duty and all commanders, managers and supervisors who manage individuals that engage in activity on behalf of the NSW Police Force.

The term ‘individual’ includes: employees (sworn and unsworn), ministerial employees (eg special constables), volunteers in policing (VIP) and temporary employees.

This document is based on the Conflicts of Interest Policy and the Declarable Associations Policy. This document also applies to individuals who are suspended or on any type of leave.
Introduction

There is a shared responsibility between individuals and commanders / managers and supervisors to manage all reported conflicts of interest. Conflicts of interest require open and honest consultation by all parties involved so they can be managed adequately and effectively.

The risks associated with conflicts of interest cannot always be eliminated. Management strategies are intended to minimise the risks to an acceptable level.

Conflicts of interest can be unavoidable and their existence may not necessarily be misconduct on the part of the individual involved.

Management action should only be considered where an individual:
• fails to identify a conflict (where they are reasonably expected to identify)
• fails to avoid a conflict that could have been avoided
• fails to report an unavoidable conflict
• took action on a conflict to benefit their personal or private interests
• fails to cooperate in the management of a conflict
• fails to comply with policy.

Definitions

What is a conflict of interest?

Conflicts of interest occur when the private interests of a NSW Police Force employee interferes with or influences, or appears to interfere with or influence their official duties and responsibilities.

A conflict of interest can involve gaining a personal advantage as well as avoiding or minimising personal disadvantage. That is, a conflict of interest may allow you to avoid a loss, expense, or something else that has a negative impact on your personal or private interests.

Where a conflict of interest arises you are required to put the public interest before your private interests, whether on or off duty.
Public interest

As a NSW Police Force employee you have a public duty to always put the public interest above your own personal or private interests when carrying out your official duties and responsibilities, or when a conflict that is related to your employment arises when you are on or off duty.

Acting in the public interest means you must carry out official duties and responsibilities for the benefit of the public, in a fair and unbiased way, and make decisions that are not affected by self interest, personal values, private opinions, private affiliations or the likelihood of personal gain or loss.

To ensure your actions are always in the public interest you are required to maintain an awareness and knowledge of legislation, values, policies and procedures.

Private interest

Private interest is broadly defined as anything personal in your private life that impacts on you. It is only relevant to this policy where there is a connection to your official duties.

Private interests can include your social, community, professional and business interests and those of the people and groups with which you associate (including friends, relatives, associations / businesses, community groups, rivals and enemies).

It is only those private interests that conflict (or can be perceived, or have the potential to conflict) with your official duties and responsibilities that need to be declared and managed

Private interests that may give rise to a conflict of interest are often broken into two groups, pecuniary and non pecuniary.
Pecuniary (financial) interests

Pecuniary interests involve any situation where there is the potential for you or your associates to benefit financially. Pecuniary interests do not necessarily involve an exchange of money. Pecuniary interests also exist where a person (relative or associate) owns property, holds shares or has a position in a company which interacts or may interact with the NSW Police Force (and where your decisions may benefit them).

Non pecuniary (non financial) interests

A non pecuniary interest does not have a financial component. A non pecuniary interest can involve personal or family relationships, or involvement in social, political, religious, sporting or cultural activities that could influence, or be perceived to influence, your judgment or decisions as a NSW Police Force employee.

Personal opinions, prejudices and attitudes can also represent a non pecuniary interest. If you are unable to set these aside in the conduct of your public duty, then these can lead to a conflict of interest. Even when you can set them aside, such personal viewpoints might be seen to be a conflict of interest by others.

Official duties and responsibilities

These include what you are required to do in your job, as well what is required by the NSW Police Force as outlined in the Statement of Values, the Code of Conduct and Ethics and other policies and guidelines. Remember, the Statement of Values and the Code of Conduct and Ethics apply to you while you are on and off duty.

Types of conflicts of interest

There are three main types of conflicts of interest: actual, perceived and potential. Each of these presents the same personal and organisational risks and therefore need to be managed appropriately. If you are unsure if a conflict exists, you should discuss the matter with your commander / manager.

<table>
<thead>
<tr>
<th>Actual conflict of interest</th>
<th>Perceived conflict of interest</th>
<th>Potential conflict of interest</th>
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<tr>
<td>Where a conflict exists between your official duties or responsibilities and your private interests.</td>
<td>Where it could be seen by others that your private interests could improperly interfere with or influence you in the performance of your official duties or responsibilities, whether or not this is in fact the case.</td>
<td>Where your private interests could interfere with or influence your official duties or responsibilities in the future.</td>
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You must not only behave ethically but be seen to behave ethically

Specific types of conflicts of interest

Political affiliations

Political interests must always be undertaken in a strictly private capacity and must not conflict with the primary duty of a NSW Police Force employee to serve the community and the Government in an impartial and politically neutral manner.

Each NSW Police Force employee has the same right to freedom of political expression and association as other members of the community. However, you must not exercise your right to political expression and association in such a way that you knowingly place yourself in a position that creates, or is likely to create, a conflict of interest with your position as an employee of the NSW Police Force, or where such comment may be interpreted as that of the NSW Police Force.

Conflicts of interest that lead to biased decision making may constitute corrupt conduct

Examples of conflicts of interest

The range and extent of NSW Police Force activity, individual roles of its employees and the significant diversity among the personal interests of NSW Police Force employees makes it impossible to list every potential conflict of interest. Some well known situations which are subject to policies and guidelines include:

- receipt of gifts and benefits
- secondary employment
- media comment
- public comment
- endorsements
- sponsorships
- release of information
- source management
- character references
- use of resources
- procurement
- recruitment
- investigation
- declarable associations.
High risk situations which may result in conflicts of interest

- Exercising police discretionary powers (e.g. when attending incidents involving family members, friends or off duty police employees)
- Performing regulatory roles (e.g. licensing police)
- Collecting, retaining, accessing and using confidential information on COPS, c@ts.i and other police systems (e.g. using police information for personal reasons such as finding out personal details of a victim to pursue a relationship or use information inappropriately without authority)
- Maintaining contact or relationships with the media which could result in inappropriate release of information (e.g. release of confidential methods of police operations)
- Operating in isolated and small communities (e.g. having or developing personal relationships with community members)
- Managing staff (e.g. developing a relationship with another staff member)
- Investigating employees known to you (e.g. investigating a friend)
- Reviewing decisions made previously by you.

Individual Responsibilities

To deal with conflicts of interest effectively you must be able to:

1. **identify** the conflict
2. **avoid** the conflict (where practical)
3. **report** the conflict
4. cooperate in the **manage**ment of the conflict
5. **monitor** the conflict until it is resolved with your supervisor.

In each of these stages there is a responsibility on you (as the person with the conflict of interest) to take appropriate action to deal with the conflict in the public interest.

**A failure by you to act appropriately on a conflict of interest is a breach of the NSW Police Force Code of Conduct and Ethics and may result in management action, including possible removal / dismissal from the NSW Police Force.**

A flowchart illustrating the process for NSW Police Force employees to deal with a conflict of interest is provided on the following page.
Flowchart for individual responsibilities

1. Identify
   - Consider your private interests and the relationship between your official duties and responsibilities to identify conflicts of interest.
   - Is there a conflict of interest (actual, perceived or potential)?
     - No ➔ No further action
     - Yes ➔ 2. Avoid

2. Avoid
   - Is the conflict avoidable?
     - Yes ➔ Record in notebook or other accountable book
     - No ➔ 3. Report

3. Report
   - Informally report to supervisor for advice
   - Formally report in writing to commander or manager
   - Does your supervisor agree?
     - No ➔ 3. Report
     - Yes ➔ 4. Manage

4. Manage
   - Cooperate in management strategy (or strategies): record, resist, recuse, remove, relinquish.

5. Monitor
   - Significant change?
     - Yes ➔ Monitor
     - No ➔ Maintain personal record
1. Identify the conflict

You and other employees are best placed to recognise the potential for conflicts of interest in your workplace.

Consider the perceptions of others

The hardest conflict of interest to recognise is often your own and therefore you might not always find it easy to identify. You might make the mistake of assuming that you do not have a conflict of interest unless you have an actual conflict of interest. This could mean that the conflict of interest will not be managed until it has become a problem.

Perceived and potential conflicts of interest are often characterised by other people’s opinions or perceptions. If a conflict of interest has not been identified and managed, the perceptions of others can cast doubt on the integrity of individuals and the NSW Police Force even if there has not been misconduct. Such situations are more difficult to manage in crisis (for example, where there is high media interest). It is therefore necessary for the NSW Police Force to implement strategies for dealing with the conflict of interest in advance.

To identify conflicts of interest ask yourself the following questions.

- Could a member of the public reasonably consider / perceive a conflict in the circumstances?
- Given my personal interests, could my involvement cast doubt on my integrity / duties / decision making or impact in any way on the reputation of the NSW Police Force?
- Could my decision appear to have been biased in favour of another person?
- If I participate, would I be happy if other NSW Police Force employees and the public became aware of my involvement and any associations / connections I have?
- Could I justify my actions if they were criticised in the media?
- Do I benefit, or appear to benefit, personally or on behalf of others from my decisions or actions?
Assessing your situation

In assessing whether you have a private interest the conflicts with your work obligation, there are a number of factors about your private interests you need to consider.

These aspects include whether you have:

- financial and economic interests, such as debts or assets
- an interest in a family or private business
- a secondary employment commitment
- associations with, or obligations to, for profit and non profit organisations, sporting bodies, clubs and associations in a personal or professional capacity or through relationships with people living in the same household
- associations with, or obligations to, political, trade union or professional organisations or other groups and individuals in a personal or professional capacity or through relationships with people living in the same household
- associations with, or obligations to, professional, community, ethnic, family or religious groups in a personal or professional capacity or through relationships with people living in the same household eg: being part of an extremist group that regularly clashes with police
- dislike of or competition with another individual or group
- significant family or other relationships with clients, contractors or other employees working in the same (or related) organisation or high risk industries
- highly specialised skills which are in demand by external organisations
- future employment prospects or plans (i.e. post separation employment)
- to review or investigate the correctness of a previous decision / action in which you have been involved
- a relationship with a person whom you have to investigate.

2. Avoid the conflict

It is your responsibility to avoid conflicts of interest where possible.

If a conflict of interest has been identified and you have avoided it, you must record the details of the conflict in your notebook or diary (or other appropriate place). You must then informally advise your supervisor at the next possible opportunity.

You are required to protect the public interest by taking reasonable steps to identify and avoid any conflicts of interest (actual, potential or perceived) in connection with your NSW Police Force employment. You are also required to manage them appropriately in cooperation with the NSW Police Force.
This includes:

- abstaining from involvement in official decisions and actions that could be compromised by your personal interests, affiliations and associations
- avoiding activities where you could be seen to accrue an advantage from inside information because of your official duties
- not using your official position or diverting government resources for your own personal gain or the gain of others close to you
- ensuring that there can be no real or perceived benefit that may influence the performance of your official duties
- not taking advantage of your official position or access to privileged information gained in that position when seeking employment outside the NSW Police Force.

3. Report the conflict

Where a conflict of interest cannot be avoided you must report the conflict:

- in writing – if it is an emergency and it is not practical to report in writing, report it to your supervisor verbally and consult on appropriate management
- promptly
- in detail
- to your commander or manager.

It is highly recommended that you keep a copy of the report.

4. Manage the conflict

Once you have reported a conflict of interest the risk is shared with the NSW Police Force. Your commander or manager should work with you to identify and implement an appropriate management strategy (or strategies) for dealing with the conflict and you are required to cooperate in the strategy. A failure to comply will be considered as misconduct.

Alternative resolution

Resign

Resignation is an extreme option that employees might request / seek to use to resolve a high risk conflict of interest.

The NSW Police Force does not encourage this method of managing a conflict of interest. All other methods of managing or resolving a conflict of interest should be exhausted before considering resignation.
5. Monitor the conflict

Monitoring the conflict is essential to ensure that any changes are accounted for and dealt with. Even if you have already reported a conflict of interest and think it has been resolved you might find circumstances where the conflict arises again or affects you in another way. If there are any changes or the conflict arises again you must report the conflict again to ensure that it is resolved appropriately.

Commander and Manager Responsibilities

Managing conflicts of interest is a shared responsibility that requires the NSW Police Force and affected employees to work together to identify and implement strategies to resolve the conflict. A failure of either party to appropriately contribute to the management of a conflict of interest is a potential misconduct issue that may result in management action, including removal / dismissal from the NSW Police Force.

To manage conflicts of interest effectively commanders / managers and supervisors must:

- provide advice and guidance when a conflict of interest is identified
- on receiving a report of a conflict of interest, record the conflict of interest and make appropriate enquiries to allow a thorough risk assessment to occur
- assess the risks associated with the conflict of interest
- consult with the individual involved and identify strategies appropriate to the risk level
- manage the conflict of interest with the co operation of the individual involved
- monitor the conflict of interest while they have management responsibility for the individual, or until it is resolved.

A flowchart illustrating the process for NSW Police Force commanders / managers and supervisors to deal with conflicts of interest is provided on the following page.

Commands, managers and supervisors must ensure all necessary steps in the management process are properly recorded, implemented and monitored
Flowchart for commander and manager responsibilities

Management Procedures

1. Record

- Ensure conflict of interest is recorded in a locally managed database and the individual’s P file

2. Assess

- Undertake a risk assessment

3. Identify

- Identify management strategies and consult with individual

- Record and retain the management strategies in the individual’s P file

4. Manage

- Implement management strategy

5. Monitor

- Regularly review the conflict of interest

- Have circumstances of the conflict of interest changed?
  - No
  - Yes

- Does the conflict of interest still exist?
  - Yes
  - No

- No further action
Command strategies

Local command strategies should promote proactive awareness of conflicts of interest. Ongoing educational awareness, induction information and inclusion into CMF and corruption resistance processes are ways to acknowledge the importance of conflicts of interests. Specific work locations, such as rural locations often require more specific and detailed strategies to manage conflicts of interest.

Identifying conflicts of interest

While it remains the responsibility of the individual to identify conflicts of interest, other circumstances may lead to the identification of a conflict of interest including:

- complaint investigations
- information from colleagues
- other intelligence holdings and investigations
- corruption prevention strategies.

If a conflict of interest is not self reported by an individual and comes to the attention of the commander / manager or supervisor by other means, consideration should be given as to why they did not self report and whether it is reasonable to expect that they should have.

Avoiding conflicts of interest

Where a conflict of interest has been identified and avoided by the employee, the employee must record the details of the conflict in their notebook or diary (or other appropriate place) and report the conflict to their supervisor. The supervisor must record the details of the conflict in their notebook or diary (or other appropriate place) and confirm that the conflict is one which can be avoided.
1. Record conflicts of interest that cannot be avoided

On receiving a report of a conflict of interest, the commander / manager or supervisor should make appropriate enquires to be fully aware of the circumstances.

Commanders / managers or supervisors must record the details of the conflict of interest and any additional information they find. They should also record

- any subsequent declaration
- an assessment of the conflict
- decisions and agreements of action taken or to be taken
- reviews of ongoing conflicts and status changes.

Any relevant documents should be recorded on a locally managed database and retained in the individual’s personnel file.

Maintaining confidentiality

Information relating to conflicts of interest must be managed so that confidentiality is maintained at all times. All documents must be secured within the relevant individual’s personnel file.

Anyone that an individual reports a conflict of interest to, or seeks advice from, in an official capacity must treat the information as strictly confidential. This is supported by Clause 75 of the Police Regulation 2008 which requires all officers to treat all information that comes to his or her knowledge in an official capacity as strictly confidential and not divulge it to anyone without proper authority.

If conflicts of interest cannot be managed and kept confidential at the same time then the appropriate management of the conflict must take priority.

The inability to maintain confidentiality should be discussed with the employee prior to the conflict of interest being made public. All alternative management options should be considered prior to making the conflict public.
2. Assess the risks

Commanders / managers or supervisors must complete the risk assessment section on the *Declarable Association Management Strategy Form P1098*. In doing so, they should consider in terms of likelihood and consequence the:

- reliability of the source and validity of information
- recency of contact or involvement with the conflict of interest
- personal safety of the individual
- personal safety of people associated with the individual
- personal safety of other police and colleagues
- safety of the community
- location and nature of duties and investigations the individual undertakes
- previous issues regarding integrity and conduct of the individual
- expectations of the community and those of the NSW Police Force
- reputation of the NSW Police Force
- frequency, method and type of contact
- physical distances involved
- willingness of the individual to report and acknowledge the conflict of interest
- attitude of the individual in regard to undertaking proposed management strategies
- attitude and motives of the declared association
- ability to manage and supervise the individual adequately in the workplace
- effect on morale and motivation in local work environment.
3. Identify management strategies

While the responsibility is best placed with employees to identify conflicts of interest, you might consider whether local management arrangements (for example, the Command Management Framework or Corruption Resistance Plan) can assist employees to be aware of potential areas for command or location specific conflicts of interest. These local arrangements could include strategies for avoiding conflicts and/or managing conflicts if they arise.

Commanders and managers are required to identify and implement strategies to resolve conflicts of interest for affected employees.

It is important to discuss the management option with the employee who has the conflict. The effective management of conflicts of interest requires the cooperation of the employee(s) involved. Where an employee refuses to cooperate in developing an appropriate management strategy or fails to comply with a developed strategy, commanders and managers should issue a management direction. Failure to comply with a management strategy will be considered misconduct.

There are a number of practical approaches available to manage conflicts of interest which aim to manage or resolve the conflict in favour of the public interest.

Depending on the nature of the conflict, and the risk to the organisation, the following management options can be used independently or in combination.

i Record

All conflicts of interest that cannot be avoided must be recorded regardless of the other management strategies implemented.

Recording the reported conflict of interest is an appropriate strategy for dealing with very low risk and potential conflicts of interest. All reported conflicts of interest should be recorded in the Personnel (P) file of the affected employee(s). Commanders and managers are also responsible for recording conflicts of interest in a locally managed spreadsheet.

Recording does not resolve the conflict and other measures to manage or resolve the conflict should be considered. For example:

- continued monitoring
- ensuring appropriate supervision
- informing affected people of the disclosure and NSW Police Force action to manage it
- ensuring the affected member is aware of the requirement to provide further declarations if the circumstances surrounding the conflict change.
ii  Restrict involvement

Restriction is most appropriately applied when the employee can be effectively separated from parts of an activity or process and the conflict is not likely to arise frequently. Strategies include restricting the employee’s:

- involvement in critical criteria setting or decision making
- involvement in debate on related issues
- involvement in discussion of affected proposals or operational plans
- involvement in operations
- access to information, including complete denial of access to sensitive documents and confidential information.

All affected parties and involved commanders, managers and supervisors should be aware of these arrangements.

This option is not workable if the restrictions result in the affected employee being unable to do their job. This makes this option less appropriate for ongoing management of the conflict.

iii  Recruit others to assist

Through this management option an independent third party is allocated to oversee, audit and/or review the decision making, processes and/or duties affected by the conflict of interest.

This strategy works well when the effects (or perceived effects) of the conflict are significant but it is not appropriate to withdraw the affected person from the relevant duties or decision making process. For example, in cases where the workgroup is small and isolated and/or the expertise of the affected person is not readily replaced.

This option is not suited to a serious ongoing conflict where the continued recruitment and use of a third party is not practical and workable.
iv **Remove the person from the situation**

This management option involves the complete removal of the affected employee from the matter or duty affected by the conflict of interest. Removal is most suited to ongoing serious conflicts where other strategies are not feasible, practical or appropriate.

This option might involve:

- ensuring the employee removes themself from any involvement or influence
- re-arranging the duties and responsibilities of the employee
- transferring the employee to different duties, project or command
- ensuring the affected duties are removed from the influence of the employee (eg. not transferred to a subordinate).

This option is not suitable where the conflict of interest and its potential or perceived effects are of low risk or significance.

v **Relinquish the personal interest**

This is a very effective management technique that involves the affected employee relinquishing the personal interest(s) that gives rise to the conflict. The affected employee should always be involved in the decision making process for this option and, in effect it will ultimately be that employee’s decision to adopt this option.

Depending on the nature of the conflict, this option might involve:

- ending a relationship with a person, organisation or group
- terminating secondary employment
- divestment of a personal interest.

Where the personal interest is irreconcilable with the public interest and the employee’s role within the NSW Police Force and the employee refuses to cooperate in resolving the conflict, the employee should be advised that their decision will be viewed as making the employee / employer relationship untenable. The employee should also be advised that disciplinary (unsworn) or management action (sworn) processes will commence.

The NSW Police Force expects its employees to relinquish any personal interest that leads to a conflict of interest if it cannot be managed cooperatively, effectively and appropriately through other means.

Failure to do so may lead to management action, including removal/dismissal from the NSW Police Force if a suitable compromise that serves the public interest cannot be reached.
Alternative resolution

Resign

Resignation is an extreme option that employees might request or seek to use to resolve a high risk conflict of interest.

The NSW Police Force does not encourage this method of managing a conflict of interest. Commanders and managers should exhaust all other methods of managing or resolving a conflict of interest with the employee. To avoid the possibility of “constructive dismissal”, a resignation in response to a conflict of interest should not be accepted without first seeking legal advice from the Office of General Counsel.

Commanders and managers should work with employees to identify and implement appropriate management options to minimise risk while keeping employees productively at work.

4. Managing conflict

A good understanding of the conflict of interest being managed is important to ensure the appropriate management option is selected.

It is also important to discuss the management option with the employee who has the conflict. The effective management of conflicts of interest requires the cooperation of the employee(s) involved.

Commanders and managers should work with employees to identify and implement appropriate management options to minimise risk while keeping employees productively at work.

5. Monitor the conflict

Monitoring the conflict is essential to ensure that any changes are accounted for and dealt with. Even if a conflict of interest has been reported by an employee and you have implemented a strategy to deal with the conflict the employee may find circumstances where the conflict arises again or affects them in another way.

If there are any changes or the conflict arises again you must reassess the conflict to ensure that it is resolved appropriately. This includes making necessary amendments to any documentation.

Commanders and managers must ensure all necessary steps in the selected management strategy/s are properly implemented, monitored and recorded.