



**New South Wales
Police Force**

Local Corruption Resistance Planning Guidelines

Professional Standards Command

Local Corruption Resistance Planning Guidelines

These guidelines have been designed as a practical and useful guide for commands when undertaking local Corruption Resistance Planning. Compliance with the guidelines will be met when commands undertake the Corruption Resistance planning process and compliance will be measured through Command Management Framework (CMF).

Essential Summary

This document, the *Local Corruption Resistance Planning Guidelines* are intended to be a useful and practical guide for commands when undertaking local corruption resistance planning.

The guidelines will assist those responsible for the planning process to identify and treat corruption risks and, most importantly, provide a framework on how to communicate the results of the planning process to all staff.

Document Control Sheet

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1	January 2008	Professional Standards Command	
2	January 2010	Professional Standards Command	
3	January 2012	Professional Standards Command	<ul style="list-style-type: none"> The ICAC definition of corruption has been replaced with a definition tailored to policing. Update of Assess, Treat, Communication, Monitor and Review sections, in line with PIC recommendations from <i>Project Manta 2</i>. Amended Management and Staff versions of the plan in line with PIC recommendations from <i>Project Manta 2</i>. Additions to the profile
4	January 2015	Professional Standards Command	<ul style="list-style-type: none"> Insertion and reference to new <i>Corruption Resistance Planning Flowchart</i>. Insertion and reference to updated <i>Corruption Resistance Planning Checklist P1138</i> Insertion and reference to updated <i>Corruption Resistance Planning Profiling Checklist P1131</i>
5	February 2016	Professional Standards Command	Apply protective marking
6	December 2017	Professional Standards Command	Biannual review and update of document classification

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1. Scope

This policy applies to commanders / managers and / or their delegates as a framework for the identification, treatment and communication of corruption risks relevant to their command staff (both sworn and unsworn) and contractors.

The professional standards duty officer (PSDO) or professional standards manager (PSM) is responsible for the professional standards portfolio within the command. These officers should be accountable for coordinating corruption resistance planning for their command or region.

Compliance with the *Local Corruption Resistance Planning Guidelines* will be met when commands undertake the corruption resistance planning process. Compliance will be measured through the Command Management Framework.(CMF).

2. Procedures

2.1 Context

In 2008, the Professional Standards Command (PSC) introduced a corporate standard for corruption resistance planning and published *Guidelines for Local Corruption Resistance Planning*. Following a review of the guidelines and consultation with the field, PSC streamlined the corruption resistance planning process and has issued revised guidelines. These revised guidelines also incorporate a number of recommendations made by the Police Integrity Commission in its Project Manta report 1 and report 2.

2.2 What is corruption?

The NSW community expects all public officials who work on its behalf to perform their roles and duties honestly and in the public interest. NSW Police Force employees and contractors are all public officials and are subject to the above obligations.

Corruption is very broadly defined in the *Independent Commission Against Corruption (ICAC) Act, 1988* so that it can cover the entire NSW public sector, but in a policing context, corruption may be regarded as wrongdoing by any police employee, whether sworn or unsworn, who deliberately or intentionally misuses the knowledge, powers or resources they have as public officials, to gain personally, or to wrongly advantage others, whether on or off duty.

It follows that if police employees deliberately breach the trust that the community places in them to at all times do their job honestly, fairly and in the public interest, it *may* be corrupt conduct.

Deliberate acts of corruption or wrongdoing that occur can take many forms and by their nature are invariably done in secret to avoid detection. The responsibility to identify and reduce instances of, and opportunities for corruption to a practical minimum, is shared between the NSW Police Force and all its employees.

This is best achieved if all police employees have a zero tolerance approach to corruption in all its forms and report any questionable activities that come to their notice. Employees should be alert to corruption risks and opportunities and speak up if they have suggestions for how these risks and opportunities can be minimised through making running improvements to work practices.

2.3 Do all commands need to have a corruption resistance plan?

It is a requirement of CMF that every NSW Police Force command undertakes corruption resistance planning. The results of that exercise will determine if a command needs to have a local plan.

Where necessary implementing a Corruption Resistance Plan is a succinct means of ensuring that a command has:

- Identified and examined its significant misconduct and corruption risks
- considered related corporate policies and guidelines
- implemented localised strategies and / or reinforced existing strategies to minimise serious misconduct and corruption risks
- communicated responsibilities, strategies and guidance to relevant staff.

Many operations of the NSW Police Force are governed by corporate policies.

When considering local misconduct and corruption risks during the planning process, it is important to review all relevant corporate policies that govern the work a command performs, to confirm whether local corruption risks have been fully assessed at command level and are sufficiently managed or require additional local strategies. Where that is the case, a corruption resistance plan is the appropriate instrument in which to record risk treatment options.

Corruption risks that are fully managed by corporate policy or other forums such as CMF should not be put in corruption resistance plans unless it is considered that further management or monitoring is required.

2.4 Corruption Resistance Management Process

The process to produce these plans involves the following seven steps. A process flowchart can be found on the Misconduct Prevention Unit's intranet page and a copy is attached as Appendix 1.

- **Command Profiling**
- **Identify**
- **Assess**
- **Treatment Strategies**

- **Document.**
- **Communicate**
- **Monitor and Review**

2.5 Command Profiling

Establish a team

Corruption resistance planning should be sponsored by commanders and 'owned' and coordinated by the PSDO / PSM. Other than the PSDO / PSM the team may include any or all of the following:

- member(s) of the Complaint Management Team (CMT)
- region PSM and
- operational staff.

The commander may choose not to attend but must sign off and comment on the plan in writing. The commander endorses that the team has considered if corporate risks are adequately managed, and that any significant local issues have been identified and suitable treatment strategies implemented, including whether a plan is required.

Establish a context

Develop a profile of the command, by considering its:

- people
- environment
- operations.

Your Local Environmental Assessment Guidelines (as part of Business Planning) can form the basis of your command's profile.

To minimise the risk of overlooking significant corruption risks, consider each of the prompts listed in the Corruption Resistance Planning Profiling Checklist (P1131) attached in Appendix 2. Also consider any staff surveys and / or known risks identified by other commands which are relevant to your command.

The profiling exercise will identify treated and untreated risks which are significant to your command.

Commands should also review any existing Corruption Resistance Plan to assess the success of treatment strategies and determine if the risk(s) require(s) ongoing treatment or monitoring or have been eliminated.

The completion of the profiling checklist will act as the minutes for the meeting and record the considerations made by the group. Those present during the profiling process should sign and date the form at the conclusion of the meeting.

2.6 Identify

This step involves the identification of command corruption risks that require treatment outside of corporate policies and guidelines. Commands may identify some local risks for which there is already corporate guidance.

1. Consider the corruption risks identified in the profiling exercise.
2. Consider the risks raised in the current Corruption Resistance Plan.
3. Consider CMF to determine if there are corruption related risks that have not been treated.
4. Consider any local complaint trends. Do any trends suggest a corruption risk?

This could include consideration of whether:

- individual incidents are unique or indicative of a risk that may be faced by others in the command
- there are recurrent complaint issues (i.e. of a certain type)
- certain locations or duty types tend to be associated with certain complaint issues.

Identify what risks will go into the Corruption Resistance Plan by consulting relevant corporate policies and / or guidelines to determine if the risk is fully managed under the corporate policy and / or guideline or if it requires further treatment.

2.7 Assess

If corruption risks significant to your command have been identified and require treatment strategies that are additional to corporate strategies, ask the following questions and record the answers directly into a plan (see Appendix 3) to assist you understand and more clearly specify your command corruption risks:

- **What is the broad corruption risk?** (E.g. A summary heading such as Bribery).
- **What is it that may compromise an officer's integrity?** (E.g. new communications technology might result in tow truck operators approaching police for information about motor vehicle accidents).
- **What is the corrupt activity staff might engage in?** Identify specific types of corrupt activity/misconduct that might be associated with the risk; - in the above example it is unauthorised release of information as opposed to unauthorised accessing of information (e.g. police might accept bribes from tow truck operators in exchange for providing information).
- **Who is at risk?** Consider the role, duty, location or length of service of staff that might place them at risk (e.g. general duty officers with more than 10 years of service in a command may be well known to tow truck operators).

2.8 Treatment strategies

When formulating treatment strategies consider the risk from two perspectives: first, what management needs to do to eliminate or minimise the risk and if necessary, secondly what practical advice should be given to staff to help them to avoid or manage the risk.

When considering possible treatment strategies for each of your significant corruption risks, be mindful of the following.

- The need to tailor the strategy to address each specific risk identified.
- Focus on developing prevention strategies, rather than just expecting routine audits and inspections to suffice (although these can be included as strategies).
- Ensure the statement in relation to the treatment is clear and readily understood by the intended audience. There must be no confusion about what is expected.
- Include treatment strategies in normal work processes, activities and systems so as not to disrupt work processes, as this helps model good behaviour (i.e. “it’s the way we do things here”).
- Seek to increase factors which inhibit corruption and decrease the likelihood of corruption.
- Commands should justify the cost of implementing a strategy because of the tangible and intangible benefits derived from the strategy (i.e., “an ounce of prevention is worth a ton of cure”)

a) Begin by considering a wide range of possible treatment strategies

There are many possible treatment responses to any corruption risk. To help you consider different possible treatment strategies for your command's significant misconduct or corruption risks, work through each of the following prompts for each risk.

- What information is available to staff to clarify organisational expectations of their behaviour in this area? Can this information be improved?
- Are there opportunities to improve staff access to, familiarity with and relevance of such information?
- Is it possible to reduce opportunities for the specific form of serious misconduct or corruption to occur?
- Are there opportunities to detect, and hence deter, such serious misconduct or corruption by increasing the risks of being caught for those who engage in such serious misconduct or corrupt conduct?
- What opportunities are there to better equip staff to respond appropriately if they are placed in a position where they are at risk of engaging in serious

misconduct or corrupt conduct?

- How can commanders and other senior officers set a positive example in this area?
- Are there opportunities to identify and publicise the harms associated with the serious misconduct or corruption to increase the opposition to such conduct by colleagues?
- Are there opportunities to focus on the organisational culture so that such serious misconduct or corruption is seen as contrary to the way things are done in the NSW Police Force and contrary to the types of behaviours that are rewarded?

b) Involve those who know the work best

Consult those who know the work best as to whether proposed treatment strategies:

- are practical
- do not impede the flow of work
- are able to be maintained
- are easy to understand.

c) Check that the proposed treatment strategy / strategies fit the risk

Before finalising a treatment strategy, check that the strategy addresses the following.

- The specific aspects of what may put staff at risk (such as the complexity of a policy, the opportunity of theft or frustrations with a process).
- The specific type of serious misconduct or corruption (such as taking inappropriate short cuts, theft, showing bias in applying the law, unauthorised release of confidential information).
- The types of staff and work roles that might encounter the risk (such as those undertaking a particular type of work (e.g. licensing) or those working in a specific location or those with a specific length of service that is associated with the risk).

d) Provide a clear description of the intended treatment strategy

Consult with the person who will implement the strategy to ensure the strategy:

- clearly describes their responsibilities i.e. **who** is to do **what** and **when**
- includes a statement of intent e.g. deter corruption or reduce opportunities for corruption or clarification of organisational expectations

- is clear as to **who** is responsible for monitoring and reviewing the treatment strategy, **how** they are to do this and **when** this is to happen.

Record the treatment strategies directly into the Corruption Resistance Plan P1091.

Document proposed actions, resource requirements, positions (not people) responsible for implementation and monitoring, timeframes and reporting requirements. By documenting a position rather than a particular person the command can ensure that if a person assigned to implement a strategy is not available or leaves the command, the strategy can still be implemented, monitored and reported by the person fulfilling that role.

2.9 Document

The Corruption Resistance Plan must be accurately documented to allow the commander to:

- track the success of treatment strategies
- provide induction for all new staff
- provide handover to commanders and managers
- show the decision making process.

The profiling checklist and the final plan, should be endorsed by the Commander and recorded on TRIM.

The final documentation should include the following list of documents which are located on the Misconduct Prevention Units Intranet Page under Corruption Resistance Planning.

- Corruption Resistance Planning Profiling Checklist P1131 (minutes)
- Corruption Resistance Plan P1091 (Management Version)
- Staff version P1092
- Corruption Resistance Planning Checklist P1138

2.10 Communicate

Consider your audience and the information that specific staff require. Some treatment strategies will require communication to specific individuals (E.g. roster officer, duty officers) because different positions face different corruption risks, while others may require communication to the entire command.

Where relevant, specify how the Corruption Resistance Plan will be communicated to staff and management e.g. risks discussed during induction of new staff members, plan displayed on a notice board, provided at a training day, distributed to management via email, command wide emails.

The management version of the plan is to be used to:

- inform the commander and command management team of the significant risks identified within the command and of the strategies to be implemented to treat those risks
- advise people allocated to treat the identified risks of their responsibilities concerning implementation and monitoring of the risk treatment strategies.

Where a risk treatment strategy is intended to deter misconduct, promote the strategy in a manner that will highlight to staff that the strategy may increase the risk of being caught if they engage in such misconduct.

The staff version(s) of the plan is to be used to:

- inform staff of the risks identified for their particular position / location
- give staff advice concerning their responsibilities and to assist staff in protecting their integrity in relation to identified risks

2.11 Monitor and review

Corruption resistance planning is an ongoing process. New risks that are identified should be raised, assessed and added to the plan as they arise, or a plan drafted where necessary. Amended plans are to be approved by the commander and disseminated to all staff responsible for the implementation of plan strategies.

If specific guidance is to be given to staff then an amended staff version of the plan should also be disseminated.

A full review of the plan should be conducted every 12 months in a structured process. At this time the success of treatment strategies can be evaluated.

When monitoring and reviewing treatment strategies:

- examine reports / reviews from those responsible for implementing treatment strategies. Ascertain if strategies were properly implemented and consider the impact on the risk of any treatment strategies that were not fully or properly implemented
- consider any internal feedback e.g. staff surveys. What did the feedback reveal?
- examine complaint information / investigations in relation to the command's identified corruption risks. What did the information / investigation reveal about the effectiveness of the treatment strategy?
- examine information from compliance audits. What did the audits reveal about the effectiveness of the treatment strategy?

Risks which have been successfully managed and do not require ongoing monitoring should not appear in subsequent plans.

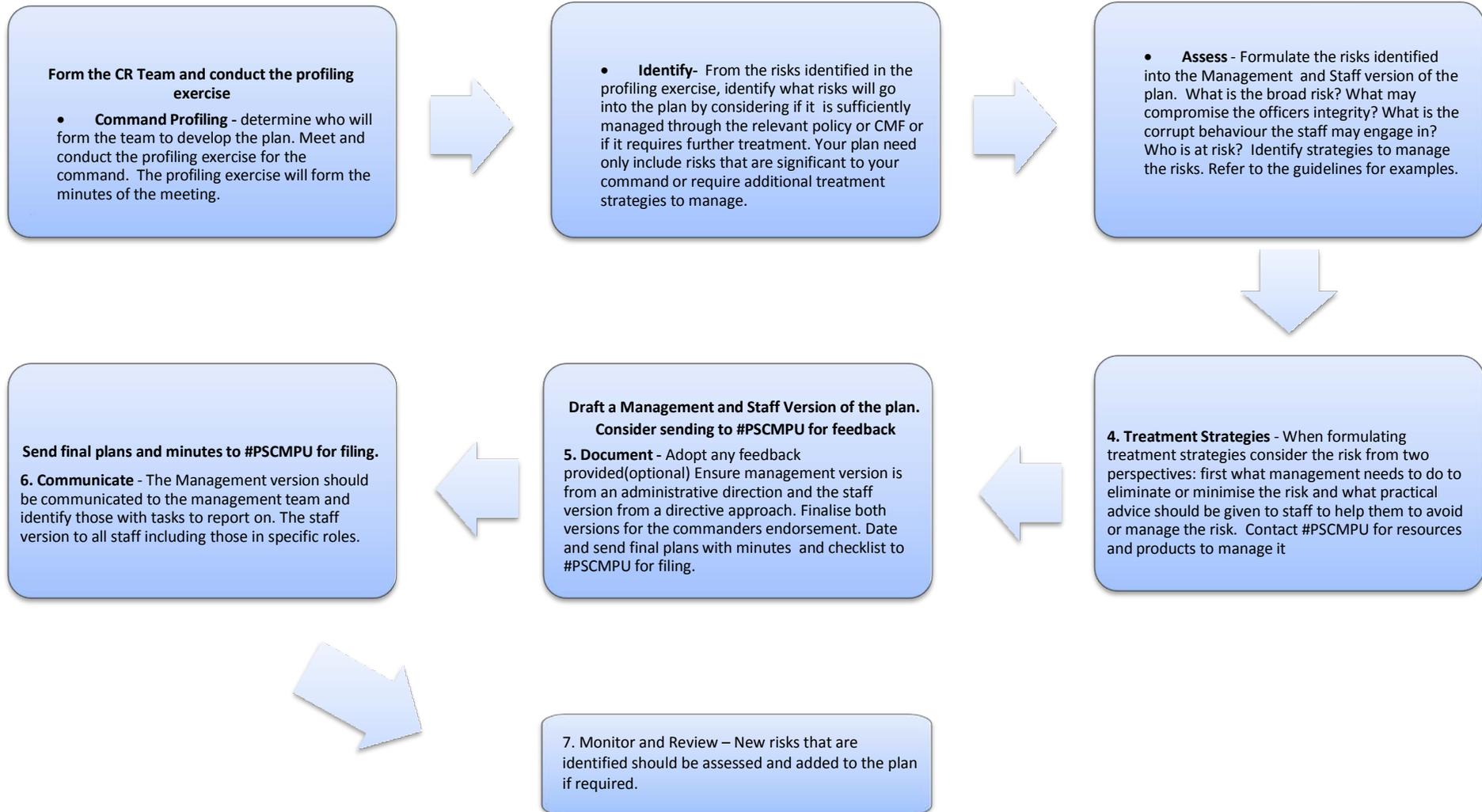
The CMF only requires the date on which the corruption resistance plan was endorsed by the commander.

3. Assistance

Further assistance in the Corruption Resistance planning process, implementation of strategies or resources can be sought from the Misconduct Prevention Unit at Professional Standards Command.

Professional Standards Command may request a copy of all corruption resistance plans to undertake analysis and provide feedback. The analysis will determine common risks and ascertain if a corporate response is required

Appendix 1 – Corruption resistance planning process



Appendix 2 – Corruption resistance planning profiling checklist



NSW POLICE FORCE

P1131

01/2015

CORRUPTION RESISTANCE PLANNING PROFILING CHECKLIST (Annexure B)

(Insert Command Insert Date)

To identify the corruption risks within the command, consider each of the prompts below for their impact on opportunities, frustrations or other vulnerabilities which may lead to corrupt conduct. These prompts are not all inclusive and other points may be added as necessary. Consider the perceived, potential and actual corruption risks to the command and staff.

People				
Look at the command in total don't focus on individuals				
Profile Issue	Explanation	Considerations for potential misconduct	Identified matters	Decision
Staffing Levels	What are the current staff numbers i.e. long term sick, secondments, and vacancies?	Who is relieving? Inexperience can lead to poor decision making, inadequate investigations can result from high workload		
Skills and Experience	What impact does the skill and level of experience of your staff; have on the nature and amount of supervision or support required	Minimal experience can lead to circumvention of processes, poor decision making etc.		
Community Relationships	Consider relationships between officers who have been in the command a long time and key community members	Are there any risks relating to conflicts of interest? E.g. Licensing police and licensees.		

People cont'd				
Look at the command in total don't focus on individuals				
Profile Issue	Explanation	Considerations for potential misconduct	Identified matters	Decision
Morale	What is the general morale in the command?	Poor morale can lead to misuse of sick leave, inadequate investigations or poor customer service.		
Duty Types	What type of duties do the staff undertake? E.G Operating as a standard LAC or specialist tasks.	Are there staff working autonomously for extended periods? Does the very nature of their role place them at risk of misconduct?		
Contractors	Does your command utilise standard contracting procedure or are there other procedures in place? What are they?	Perceived conflicts of interest and preferential treatment		
Staff Life	Do your staff live/work/ socialise on the command	Consider risks relating to off duty conduct, conflicts of interest, declarable associations, discretionary powers and secondary employment.		
Main off duty conduct risks faced by staff in your command	At a glance what would you consider this to be?	Off duty behaviour involving alcohol, steroid use, social media etc.		

Operations				
Core Business of the Command				
Profile Issue	Explanation	Considerations for potential misconduct	Identified matters	Decision
Types of work undertaken by the command that result from features of the command.	Consider specific crime type, community infrastructure or facility E.g. gangs, airport tenders and procurement, covert operations.	Nature of contact with members of the public, - discretion and decision making, types of temptations and opportunities, circumvention of work processes.		
Demographics of command – size, density, age etc.	Who are the people you serve? Consider age, population density and the socio economics of the people living and working in your command.	Low socio economics may result in high volume crime, is it a transient travelling population resulting in related crime types.		
The future of the command	Forecast changes in command demographics, anticipated crime types, residents' expectations or demand on resources.	How will this change the commands ability to respond to these forecasted changes?		
Cultural and linguistic diversity.	What cultural and linguistic diversity exists in the command?	Consider gifts and benefits, offering of bribes often acceptable by some cultures.		
Community expectations of police	Does the cultural, socio economic and ethnic aspect of the population affect their expectation of police?	Are there circumstances where community members may seek to influence officers		
Housing	What are the main types of housing in the command? E.g. public housing, high rise apartments, new estates	How does this impact on your crime and workload?		

Operations cont. Core Business of the Command				
Profile Issue	Explanation	Considerations for potential misconduct	Identified matters	Decision
Infrastructure	Is there major infrastructure in your command? E.g. factories, universities, airport, hospitals.	Does this impact on resources and open up any opportunities for misconduct?		
Businesses	What is the main type of business in the command?	Are there large retail centers, high density of licensed premises? How does this affect the operation of the command?		
Crime	Crime Profile – work load and crime types.	High volume repetitive workload can lead to poor customer service, inadequate investigations, poor exhibit handling etc.		
Organised Crime presence.	What if any, organised crime is present in your command?	Are your staff exposed to organised crime? Are they at risk of misconduct as a result of these interactions?		

Exercise continues overleaf

Work Environment Where and how do your staff work?				
Profile Issue	Explanation	Considerations for potential misconduct	Identified matters	Decision
Command Geography	Size and location of command/sector. Is it rural, metropolitan, specialist, covert etc.	Do you have isolated officers working with minimal supervision? What misconduct risks do they face?		
Police Premises	Number and type (operating hours, lock up keeper) of premises in command.	Are there security issues? Off Duty behaviour on police premises?		
Levels of Supervision	How does the layout of the command affect level of supervision? Does the experience level of supervisor need to be considered?	Does remoteness from supervision make staff vulnerable to misconduct?		
Communication and support of staff	Are staff housed together or separately? How do you ensure staff are being communicated to and supported effectively?	Poor communication with staff can lead to isolations. Morale can be eroded where support for staff is lacking.		
Confidentiality and support of staff.	Consider secure or 'open desk' environment, floor plan, printer locations, T.I and meeting rooms.	Unauthorised accessed, use and dissemination of information.		
Police building improvements.	Are there plans for new buildings, renovations or upgrades?	Consider how temporary or new permanent arrangements may affect duties and supervision.		
Performance expectations	Do your commands have performance targets, particular resource limitations or high level of particular types of work?	Officers may be tempted to take short cuts or falsify information in order to meet performance targets.		

Work Environment				
Where and how do your staff work?				
Profile Issue	Explanation	Considerations for potential misconduct	Identified matters	Decision
New technology	Developments in technology E.g. social network sites, use of tablets and smart phones.	Are staff utilising Social Networks appropriately? Are tablets being used appropriately, use of external email accounts for official purposes		
Legislation	Recent or foreshadowed changes in legislation, police powers or areas of discretion.	Will new or amended legislation affect the way your staff do business? Will officers seek to circumvent process?		

Trends				
Profile Issue	Explanation	Considerations for potential misconduct	Identified matters	Decision
Complaint Trends	Nature of complaints types?	Is there a reason for any trend?		
Issues raised by oversight bodies?	Has LECC requested any further investigation into any matters?			
Trends/Issues raised in staff survey				

Fraud Considerations		
The NSWPF has made a dedicated commitment to the identification and management of corrupt practices including internal fraud. ¹		
The NSW Audit Office defines fraud as; <i>a deliberate and premeditated turn of events which involves the use of deception to gain advantage from a position of trust and authority</i>	Has NSW Police Force employee fraud been considered as a risk / potential risk for your command / business unit? Yes <input type="checkbox"/> / No <input type="checkbox"/>	Strategies considered: <input type="checkbox"/> Control the use of one time vendors <input type="checkbox"/> Use 3 way matching of invoices (Purchase Order)

The Broad Risks identified in this exercise should be highlighted in red for inclusion in the corruption resistance plan. The issues identified for inclusion are:

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.....

.....

.....

Persons present during the planning meeting are;

Name	Signature	Date
.....
.....
.....

¹ NSWPF Fraud Control Policy Statement

Appendix 3 – Corruption resistance plan – Management version



NSW POLICE FORCE

P1091

02/2015

CORRUPTION RESISTANCE PLAN

Endorsed on	(Date)
Endorsed by	(Commander's name)
Prepared by	(Roles and names of planning team)
Responsibility	(Roles and name of person responsible for implementing / managing the plan (note: Commander is accountable overall))
Commander's comment(s)	
Review	(Date)
TRIM reference	



**CORRUPTION RESISTANCE PLAN – MANAGEMENT VERSION
(Command)**

Broad risk	What could happen – specific local risk	Who is at risk	Location of risk	Local strategy to be implemented	Responsibility (position)	Action/Report/Review period
(The broad risk is the overall risk to staff and / or command)	(The specific local risk is a breakdown of the relevant elements of risk relating to the broad risk)	(Rank, duty type etc. Do not use the names of individuals)	(Specify Unit, command)	(Specify the strategy to be implemented in relation to each specific element of the risk)	(Specify position responsible for each element of the risk)	(Specify action required, reporting period, review period, timeframe)

Appendix 4 – Corruption resistance plan – Staff version



CORRUPTION RESISTANCE PLAN – STAFF VERSION
(Command)

Broad risk	Specific local risk	Who is at risk	Location of risk	Advice / strategy	Purpose of the strategy
(The broad risk is the overall risk to staff and / or command)	(The specific local risk is a breakdown of the relevant elements of risk relating to the broad risk)	(Rank, duty type etc. Do not use the names of individuals)	(Specify Unit, command)	(Provide specific advice to staff or clearly outline the strategy)	(State the reason why the strategy is necessary. (e.g. to deter / reduce opportunity / to clarify expectation on what is appropriate behaviour)

Appendix 5 – Corruption resistance planning checklist



CORRUPTION RESISTANCE PLANNING CHECKLIST

Corruption Resistance Plan Process	Yes	No	Comments
1. Contact Misconduct Prevention Unit PSC			
2. Profiling exercise completed by SMT			
3. Draft a Management version of the plan			
4. Draft a Staff version of the plan			
5. Send draft versions to #PSCMPU for feedback			
6. Consider feedback and draft final plan			
7. Commanders endorsement of final plan			
8. Send final plans and minutes to PSC			
9. TRIM Final Plan and disseminate to staff			
10. Update CMF			
Forms Required by PSC	Yes	No	Comments
1. Profiling exercise minutes			
2. Management version (dated and endorsed by commander)			
3. Staff version			
4. CRP checklist (this form)			

Completed By:
Signature:
Date: