

Forward

This document is part of an iterative and ongoing conversation with the public sector about its values and behaviours. It's a starting point for the public sector to explore and confirm what we consider to be important values as public servants. Values have the capacity to unify us in a common purpose. They help the community to understand who we are and how we work, provide us with a link to our history and traditions, and act as a guide to the future.

As a starting point, Cabinet and Senior Management Council brainstormed a set of values they felt are central to providing today's public services. They also looked at what behaviours or actions are necessary to support implementation of these values.

Through the www.YourSAY.sa.gov.au forum, the public sector shared their views and ideas about how we collectively make the public service the most agile, innovative, unified, collaborative and productive possible. These ideas and comments have been incorporated into the draft and are *shown in italics*.

Relationship with Existing Codes and Frameworks

The Code of Ethics is fundamental in outlining the behaviours expected of the public sector. Its alignment with the public sector values and behaviours brings a positive perspective to how public servants approach their work and commitment. The Code of Ethics speaks to the vision and purpose of the public sector, and the public sector values and behaviours framework details what appropriate organisational practices and behaviour looks like, as well as taboos. Operationalising the values and behaviours at agency and team levels includes embedding these values and behaviours in performance management systems.

Framework Structure

The framework includes:

- Values – statements of what we consider important;
- Descriptions - what the values and behaviours mean to the public sector;
- Organisational practices – what everyone in the public sector can expect;
- Behaviours – actions that can make us successful; and
- Taboos – actions that limit success.

What are values and behaviours?

Our values are a reflection of what we consider important. Values can be thought of as principles by which both individuals and organisations can live by, and what influences our decisions as public servants.

Our behaviours are our values in action, and are evidence that we are living our principles every day.

Why is this important?

The culture of the public sector is critical to our ability to deliver sustainable and meaningful results for South Australians. These values and behaviours shape a culture that fosters a more confident and productive workforce: a workforce is skilled and attuned to the drivers of citizen-centric service delivery.

How will the public sector use this framework?

This framework will inform and influence systems aimed at building effective leadership and performance within agencies. The framework activates the Code of Ethics and is a key component of agency performance management systems. In identifying good behaviour, we can address unacceptable behaviour in a coherent way and ensure the operational translation of what these values mean in individual work areas.

How can you use this framework?

Creating, leading and modelling a great culture starts with individuals. This is done by demonstrating these values and behaviours every day to show we:

- are serious and committed to change;
- know how to achieve what we say (no lip service);
- can see real examples of achieving desired outcomes; and
- can lead the way to achieve desired outcomes.

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Items in *italics* have been provided by public servants during the YourSAY online consultation process

Value & description	Organisational practices	Behaviours	Taboos
We value the ethic of service to advance the lives of all South Australians			
<i>We recognise that service is defined in terms of citizen's expectations and needs</i>	Public services are person centred and responsive to diversity Transparent and accountable decision making <i>Acknowledging the inherent knowledge that our clients/ customers have about their own needs</i> <i>Understanding and then designing services and policies in anticipation of meeting citizen expectations and need</i>	Willingness to "go the extra mile" so as to deliver better outcomes Tailoring solutions to individual/community <i>Genuine commitment to support the citizen access the services/supports they need to live their best lives</i> <i>Recognise and value internal and external customers</i>	"I don't Care" attitude Pursuing personal success at the expense of team or organisation goals <i>Not valuing internal customer service</i>

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Value & description	Organisational practices	Behaviours	Taboos
We value respect for the individual for their unique gifts and their contribution			
<i>We respect the value of people and the contribution that their diverse perspectives bring to our work.</i>	Forums for regular feedback from team members and stakeholders Growth opportunities based on capability and merit <i>Putting people at the centre of our business</i> <i>Bringing out the best in people through good leadership, good people management and making the wellbeing of all staff a priority</i>	Listening for understanding Sense of ownership for property and resources <i>Have respect for the individuals around you and the different views they may have</i>	Discrimination based on race/gender /ethnicity or age Ignoring the policy/priorities of the government in office <i>Tokenism</i> <i>Excluding and marginalising people</i> <i>Not allowing space in the organisation for sub cultures</i>

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Value & description	Organisational practices	Behaviours	Taboos
We value trust in each other's ability to deliver the results and do what is right			
<i>Building and maintaining trust is critical to success. When we can trust each other, we can problem solve more quickly and challenges are more resolved speedily</i>	Eliminate rules and controls which cause employees to feel distrusted All work up to the level of trust placed in them, not down to the level of controls <i>Delegating responsibilities to lowest level appropriate</i> <i>Personal accountability is interwoven into the performance management framework at all levels</i>	Open to others ideas and points of view Giving objective and clear feedback to others <i>Taking personal accountability for the decisions we make and the actions we take</i> <i>Behaviours are modelled at all levels of the organisation</i>	Sharing confidential information with unauthorised users Second guessing colleagues without seeking objective data <i>Allowing risk aversion in the face of common sense</i> <i>Self-initiative is not recognised or rewarded</i>

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Value & description	Organisational practices	Behaviours	Taboos
We value honesty and integrity in all that we do and say			
<i>We act truthfully, consistently and with fairness in our interactions with citizens and each other</i>	Values and behaviours embedded in Code of Ethics Organization-wide communication on priorities, performance and results <i>Actively dealing with bad behaviour that is not acceptable as it reduces the effectiveness of our workforce</i> <i>Affording people natural justice</i>	Full and accurate disclosure without prompting Talk directly to those concerned about any subject or matter of concern <i>Not tolerating people who undermine or bully others</i>	Not dealing with people who do not perform Being punitive when people make honest mistakes Subverting others decisions <i>Empire building</i> <i>Plagiarism is not addressed</i> <i>Tolerating a difference between what is said and what is done</i>

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Value & description	Organisational practices	Behaviours	Taboos
We value tenacity which fuels our vision and goals			
<i>We have a firmness of purpose and sustain our commitment. We persevere and work with each other to negotiate barriers in order to achieve our goals</i>	Open door policies to allow <i>active</i> discussion Forums to invite and facilitate flow of ideas from other levels of Public Sector <i>Demonstrating leadership in advancing new ways of working and thinking</i>	Finding multiple ways to give results Recognition of individual effort <i>Minimising unnecessary bureaucracy and being flexible how we problem solve</i>	Giving up in the face of difficulty <i>Allowing the drive for change to be lost</i> <i>Cynicism is tolerated</i>

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Value & description	Organisational practices	Behaviours	Taboos
We value pride in excellence and professionalism			
<i>We are proud to be public servants. We serve the community of South Australian and the Government to the best of our abilities and with the best interests of the community in mind</i>	Clear articulation of value to South Australia Recognition and reward system for high value delivery <i>Active support for staff to realise their individual and collective potential</i>	<i>Being able to talk about your personal contribution to the wellbeing of SA citizens and the community</i> Demonstrate the highest levels of resilience Excitement about coming to work <i>Finding new ways to do things better for our colleagues and customers</i> <i>Contributing to building the team's capacity and capability so as to improve what we do and the positive impact we have</i>	Destructive criticism Not respecting other people's work <i>Providing poor service to customers and citizens</i>

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Value & description	Organisational practices	Behaviours	Taboos
We value courage in our ideas, thoughts and actions			
<i>We are willing to make hard decisions and to have difficult conversations</i>	Recognition of those who go beyond simply following the rules and do what is best in the situation Guiding principles, not just governing rules and policies Create a culture that embraces and rewards innovation and creativity Recognising change opportunities and efficiency gains as an investment in the future Listen deeply, speak candidly, question thoughtfully, challenge openly	Willingness to make hard decisions and have difficult discussions Leaders encourage experimentation with new ideas and positively reinforce these efforts Tolerate calculated risk when the benefits warrant it Understanding that failures are important for learning how to be successful in the long run	<i>Favouring business as usual to avoid hard decisions or difficult conversations</i> Not speaking up in meetings and designated forums when the opportunity arises for new approaches Resisting and discouraging new ideas Not admitting to mistakes Not confronting poor performance

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Additional values proposed during the consultation process

Value & description	Organisational practices	Behaviours	Taboos
<i>We value engagement to create a better place to live for South Australians</i>			
<i>We aim to create a better society that promotes citizens reaching their potential and achieving greater well-being</i>	<i>Community partnerships are encouraged and the service design is open to external expertise</i> <i>All projects demonstrate relevant levels of engagement</i>	<i>Decision-making is open to input</i> <i>Share resources like public sector data</i>	<i>We assume we know and understand what the citizen and business want</i>
<i>We value sustainability to provide for us all over the long term</i>			
<i>Our decisions around resources greatly impact not only the quality of our own lives, but those of future generations. We use resources, be they environmental, financial, human or intellectual, in a considered way</i>	<i>Public services consume fewer resources over time.</i> <i>Decisions are considered with equal weight to short term and long term benefits and costs</i>	<i>Always looking for ways to consume less and promote resource sustainability at work and at home, within the public service and to the public</i>	<i>'This will get the job done now, someone else will pay for it later' attitude</i>
<i>We value collaboration with each other and with our stakeholders as a means to achieve our best and most innovative results.</i>			
<i>We construct solutions together; we are one public sector and work together as such. We work with the community, industry and other jurisdictions to deliver the best solutions for South Australia</i>	<i>Core willingness and drive to collaborate with stakeholders, customers and colleagues</i> <i>Drive to find the best ideas that are available anywhere, from anyone</i>	<i>Actively making our own barriers more permeable and accessible.</i> <i>Innovation and leadership in advancing new ways of working is rewarded</i>	<i>Silos continue to win the day</i> <i>Not sharing information with colleagues or resources with community partners</i> <i>Organisational barriers are allowed to block success</i>