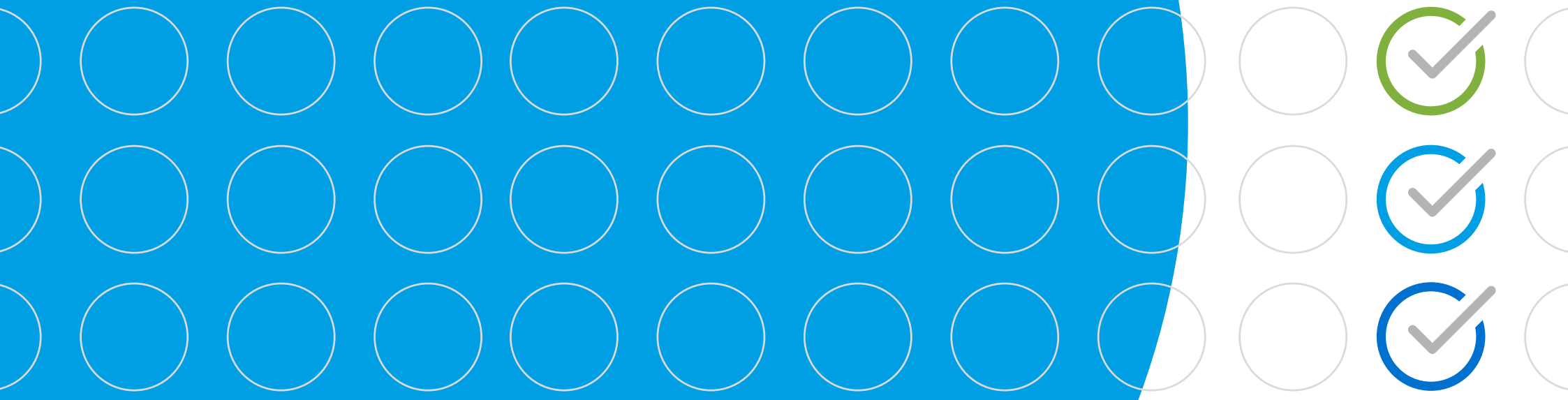


# South Australian **Public Sector Values and Behaviours Framework**

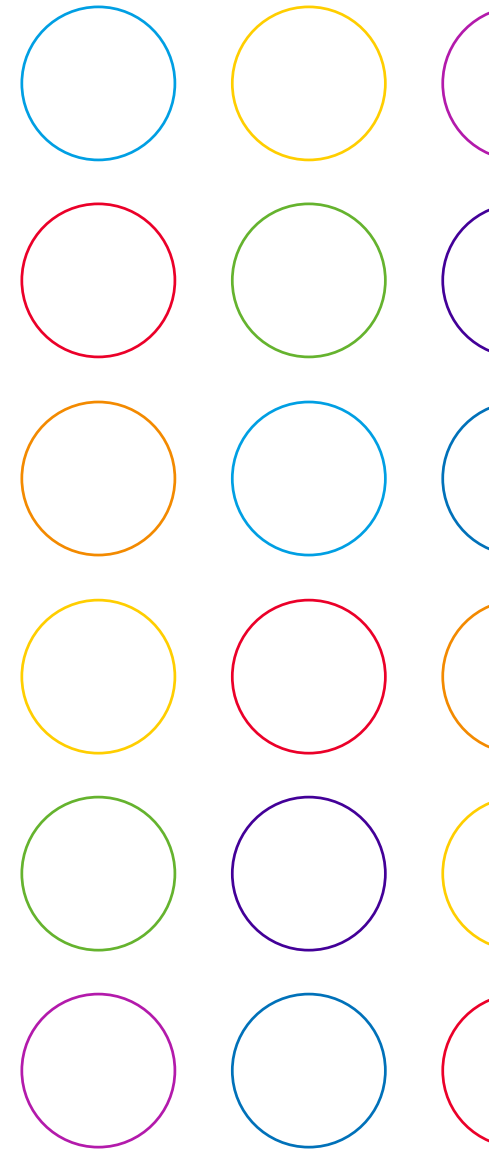


# The public sector values have been developed to make it easier for us to work together by forming a culture and a vision that we all share.

This framework provides brief examples of the types of organisational practices and personal behaviours that will support the public sector values in your workplace. It also provides some examples of taboos (what you don't want to see at work).

Organisational leaders need to structure and arrange processes in such a way that the behaviours are supported. Only when organisational practices and personal behaviours are aligned can the values be brought to life.

The examples provided here may provide you with a starting point for a discussion on what types of behaviours you would like to see in your workplace. This is not an exhaustive table. You should expand the conversation among your colleagues to make sure that the behaviours you identify are those most suited to your workplace and your customers, stakeholders, and partners.

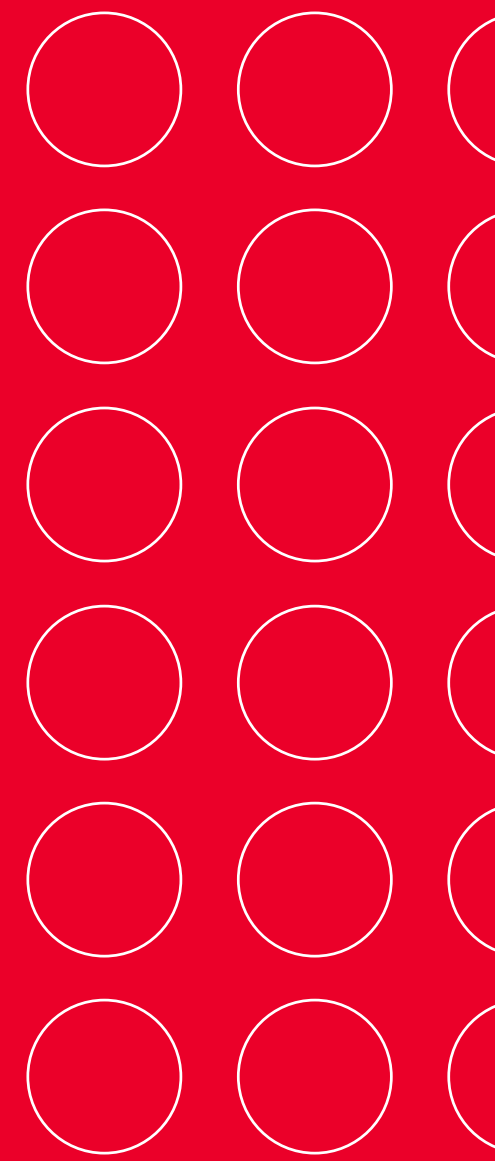




# SERVICE

Proudly serve the community and Government of South Australia.

| Organisational Practices  | Successful personal behaviours  | Taboos  |
|---|---|---|
| Prioritise the needs of the community in the design and delivery of services.                           | Serve people courteously, fairly and effectively.                                       | <i>Don't</i> disrespect, ignore, or devalue others, particularly those you serve.                   |
| Uphold the rights of each individual to access services as easily as possible.                          | Know who your customers are, understand their needs, and take their views into account. | <i>Don't</i> use a process or procedure as an excuse for stalling or handballing an issue.          |
| Establish service standards that apply to all customers.  | Recognise and value internal and external customers equally.                            | <i>Don't</i> provide lower standards of service to customers who are employed in the public sector. |
| Collaborate with business and community partners to improve service delivery and respond to complaints. | Go the extra mile in order to deliver the best outcomes.                                | <i>Don't</i> refuse to listen to, or act upon, complaints about poor service.                       |





# PROFESSIONALISM

Strive for excellence.

| Organisational Practices  | Successful personal behaviours   | Taboos   |
|---|--|--|
| Promote best practice in leadership and management, and prioritise employee performance management. | Exhibit the highest standards of professional behaviour, including working conscientiously and competently in a polite and helpful manner. | <i>Don't</i> accept underperformance, or tolerate, and thereby promote, bad attitudes.                   |
| Build impartial relationships with the Government of the day.                                       | Provide honest and objective advice and carefully implement direction without undue delay.   | <i>Don't</i> act in a way that is contrary to the priorities and decisions of the Government of the day. |
| Encourage pride in the profession of public service.  | Pursue individual growth and professional learning to develop strengths and improve weaknesses.  | <i>Don't</i> act in a way that brings the reputation of the sector into disrepute.                       |
| Foster a culture that drives innovation to improve service and productivity.                        | Strive to create new and better ways of doing things.  | <i>Don't</i> accept ineffective practices when outcomes could clearly be improved.                       |



# TRUST

We have confidence in the ability of others.

| Organisational Practices   | Successful personal behaviours  | Taboos  |
|--|---|---|
| Establish strong partnerships between organisations.   | Encourage people from other teams and organisations to work with you to achieve the best possible outcomes. | <i>Don't</i> allow structural and cultural barriers to hinder success.                                |
| Create organisational structures that give employees the greatest possible freedom and autonomy. | Embrace responsibility and deliver on commitments to colleagues and leaders.                                | <i>Don't</i> tolerate a difference between what is said and what is done among colleagues or leaders. |
| Establish collaborative work practices through strategically and culturally aligned work places. | Rely on colleagues to collaborate in pursuit of common goals and objectives.                                | <i>Don't</i> refuse to recognise that others may be able to do the job as well as you.                |
| Build a systematic approach to establishing and enhancing the community's trust.                 | Follow through on obligations to individuals and the community, and keep them informed of progress.         | <i>Don't</i> allow administrative priorities to interfere with your relationship with the community.  |



# RESPECT

We value every individual.

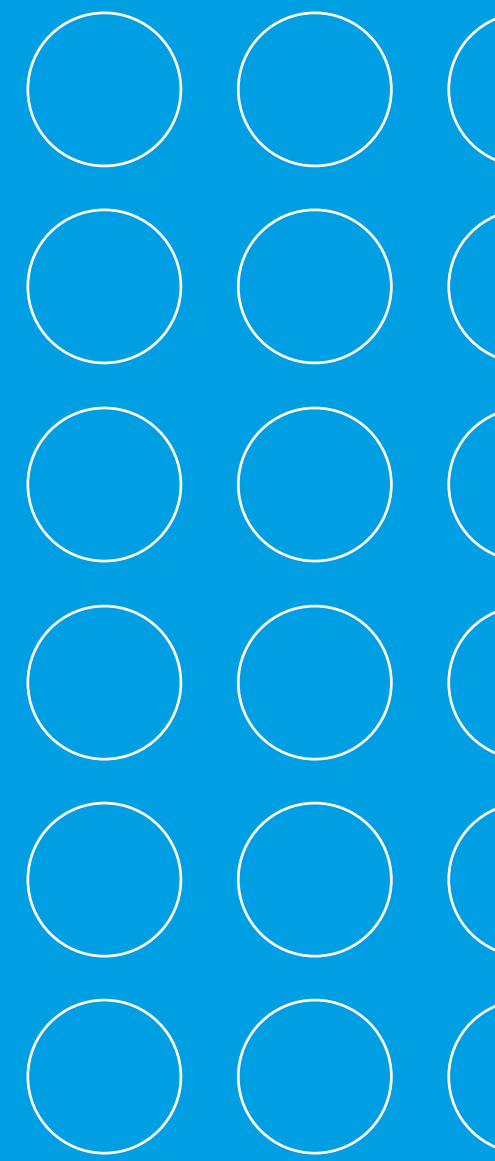
| Organisational Practices  | Successful personal behaviours  | Taboos   |
|---|---|--|
| Applying empathetic people management skills to bring out the best in employees and prioritise their wellbeing. | Identify and understand the situation, feelings, and motives of your associates.                  | <i>Don't</i> take a "one size fits all" approach to working with people.                           |
| Implement programs that reward and recognise excellent outcomes.  | Acknowledge the contributions of your peers.  | <i>Don't</i> neglect to recognise the work of others.  |
| Educate employees about diversity's role in strengthening our workplaces and communities.                       | Appreciate openly that people have different backgrounds, circumstances, needs, and capabilities. | <i>Don't</i> discriminate.   |
| Promote respect for the impact of decisions on the lives of employees and the community.                        | Listen considerately to colleagues, customers, clients, stakeholders, and partners.               | <i>Don't</i> give greater weighting to your own opinions over others' without clear justification. |



# COLLABORATION & ENGAGEMENT

We create solutions together.

| Organisational Practices  | Successful personal behaviours   | Taboos   |
|---|--|--|
| Build systems and processes that strengthen partnerships with all sectors of the community.                       | Engage genuinely with stakeholders and the community and work with them to improve outcomes. | <i>Don't</i> act on untested assumptions about colleagues, customers, clients, stakeholders, and partners. |
| Facilitate closer relationships within and across public sector organisations, including other service providers. | Build professional relationships with peers in other teams and organisations.                | <i>Don't</i> make decisions or take actions without engaging those most affected.                          |
| Create systems that enable open feedback and transparent decision making.   | Involve people in decisions that affect them.  | <i>Don't</i> ignore potential personal biases in decision making.  |
| Encourage open dialogue to understand the diverse needs of the community.   | Ask questions to jointly define problems and identify solutions.                             | <i>Don't</i> avoid diversity of views and opinions or treat them as an obstacle to decision making.        |





# HONESTY & INTEGRITY

We act truthfully, consistently, and fairly.

| Organisational Practices  | Successful personal behaviours   | Taboos   |
|---|--|--|
| Implement and uphold the Code of Ethics for the South Australian Public Sector. | Follow the values and standards contained in the Code and model that behaviour as an example for others. | <i>Don't</i> tolerate or fail to report unethical behaviour or misconduct.               |
| Create a culture that encourages openness and transparency.                     | Fully and accurately disclose information and share available resources without being prompted.          | <i>Don't</i> inappropriately share or withhold information or resources.                 |
| Ensure all decisions and actions can withstand scrutiny.                        | Take action based on the best available evidence and argument.   | <i>Don't</i> ignore the evidence, or manipulate it to justify a pre-determined decision. |
| Create a culture that promotes frank and honest discussion.                     | Conduct difficult conversations with empathy, sensitivity, and a determination to resolve issues.        | <i>Don't</i> neglect to raise issues with those directly involved.                       |

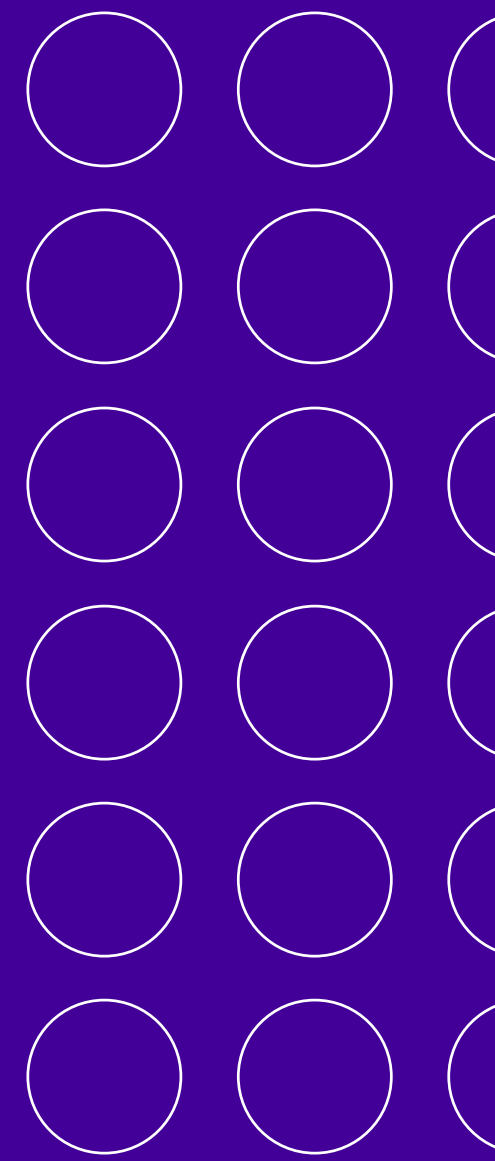




# COURAGE & TENACITY

We never give up.

| Organisational Practices  | Successful personal behaviours  | Taboos  |
|---|---|---|
| Develop people to think innovatively about policy, services, and people management.                     | Suggest and support new ideas and better ways of doing things.                                    | <i>Don't fail to contribute for fear of being judged.</i>                                     |
| Help employees to be resilient in challenging times.  | Listen attentively, question thoughtfully, challenge openly, and encourage others to do the same. | <i>Don't avoid or undermine progress because it seems difficult or threatening.</i>           |
| Minimise unnecessary bureaucracy and be flexible in the approach to solving problems.                   | Challenge ineffectiveness and remove obstacles to enable yourself and others to succeed.          | <i>Don't allow rules and regulations to hinder progress or become an excuse for inaction.</i> |
| Build systems that encourage innovation and accept occasional failures as a necessary part of progress. | Learn from failure without being discouraged and apply that knowledge to achieve better outcomes. | <i>Don't hold back when there is evidence of better ways of working.</i>                      |





# SUSTAINABILITY

We work to get the best results for current and future generations of South Australians.

| Organisational Practices   | Successful personal behaviours   | Taboos   |
|--|--|--|
| Design structures, systems and services to consume resources more efficiently over time.                             | Identify the long-term resource impacts of the programs and services you design.                         | <i>Don't</i> rely on established solutions where more economical options may apply.          |
| Take collective action to improve productivity and maximise the impact on limited resources.                         | Seek opportunities to collaborate to maximise the collective impact of resources and reduce duplication. | <i>Don't</i> resist working with others in order to retain control of resources or outcomes. |
| Promote the use of business cases and cost-benefit analyses to ensure the most efficient use of tax-payer resources. | Manage information, finances, people, and assets prudently.  | <i>Don't</i> invest time and money in work that is not producing value.                      |
| Work together to leave a lasting legacy for future generations of South Australians.                                 | Focus on solutions which continue to produce outcomes for the community over the long term.              | <i>Don't</i> design convenient short term solutions to complex long-term problems.           |

