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PUBLIC SERVICE  
COMMISSION

VALUES IN THE AUSTRALIAN PUBLIC SERVICE >> >>

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AUSTRALIAN  
PUBLIC SERVICE  
COMMISSION

## VALUES IN THE AUSTRALIAN PUBLIC SERVICE

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## FOREWORD

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This is the second edition of the Values in the Australian Public Service booklet that was first released in 2000 by the Public Service and Merit Protection Commission (PSMPC). The only change in this edition is the change of name (to APS Commission made in June 2002).

The earlier edition of this booklet was the first in the Values and Conduct series of guides issued by the PSMPC following the passage of the Public Service Act 1999 (PS Act). This series and the Working Together and Working with the Act series have now been brought together into one series of Commission guides. Other titles in this series are listed inside the front cover.

Under the PS Act, responsibility for employment decisions has been devolved to Agency Heads, giving them greater flexibility to manage their own workplaces.

This booklet provides Agency Heads, and agency staff more generally, with advice on how the Values might be applied in the workplace. It sets out the basic legislative obligations which agencies must observe, and around which they should establish appropriate agency-specific arrangements.



Andrew Podger  
Public Service Commissioner  
August 2002



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# INTRODUCTION

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*The APS is defined by its Values. They are an essential underpinning to high performance in organisations and are central to the public interest aspect of public sector employment. They are a manifestation of the democratic society that we serve and they reflect the expectations of that society.*

The Hon. Dr David Kemp, MP, Minister Assisting the Prime Minister for the Public Service in an address to mark the commencement of the Public Service Act 1999.

The integration of the public service values into the way the Australian Public Service (APS) works is an essential factor in achieving high performance. The APS Values provide the real basis and integrating element of the Service, its professionalism, its integrity and its impartial and responsive service to the government of the day.

The APS Values are articulated in section 10(1) of the PS Act. The Public Service Commissioner's Directions 1999 (the Directions), issued as required under section 11 of the PS Act, provide directions for Agency Heads and APS employees on each of the Values to assist agencies to determine their scope and application.

Agency Heads are bound, under section 12 of the PS Act, to uphold and promote the APS Values. The leadership of Agency Heads is important in articulating the role of the Values and how they complement the agency's overall corporate vision and organisational goals. Agency Heads must have systems in place to ensure that APS employees understand and apply the Values and, as appropriate, they must be able to demonstrate to government, Parliament, and the Australian community that they uphold and promote the Values.

APS employees are required, under the Code of Conduct set out in section 13 of the PS Act, to behave at all times in a way which upholds the APS Values. APS employees must identify what the Values mean in practical terms within the context of their organisation and must work together to ensure that these Values are embedded in their agency's culture.



The Public Service Commissioner is responsible, under section 41 of the PS Act, for monitoring and reporting to Parliament on the extent to which agencies incorporate and uphold the APS Values. This document provides agencies with advice and guidance on how the Values might be applied in the workplace. The paper:

- sets out the provisions of the Directions as they relate to each Value
- describes the principles behind each Value
- provides a suggested check list which might be used by agencies to assist them to apply the Values and the Directions to organisational goals and to personal behaviour
- provides a list of indicators that could be used as signposts that particular Values are being applied from both an agency and a Service-wide perspective. The list of indicators is not intended to be prescriptive or exhaustive and will evolve as the Values become more integrated into the culture of agencies.

## THE VALUES AS AN INTEGRATED PACKAGE

The APS Values are not articulated in a hierarchical way and should be seen as a complete set of interlinked elements that APS employees take into account in their decision making. They constitute a total framework within which the APS works.

There are, however, various themes running through the Values, and it may aid understanding if discussion in agencies also considered such possible groupings. For example, the Values identified in the PS Act as (a), (b), (d), (e) and (f) could be seen as epitomising best the public interest aspects of public sector employment; (b), (c), (l) and (m) could be seen as providing equity and fairness in employment; and (k) and the first part of (f) could be seen as necessary for a results oriented organisation.

As can be seen from such groupings, the nature of the Values is such that some descriptions and some indicators will be common to a number of them. Rather than repeat them in each case, the indicators are aligned directly to the primary Value.

The challenge for agencies is to develop and refine the strategies for applying the Values and the methods of assessing their performance in ways that are most relevant to their particular business outcomes.

## THE APS VALUES AND AGENCY VALUES

The APS Values describe the unique public interest features of the APS, the attributes that, collectively, differentiate it from other enterprises. Some agencies may wish to adopt their own values or standards to reflect and support the way in which their particular organisation functions. Many agencies have already done this in various ways.

Agency values and standards may build on the APS Values or they may specifically address unique aspects of the agency's business. They are optional, and their articulation and adoption by an individual agency would depend on an assessment of their usefulness for organisational coherence and performance. In some cases agency values actually describe aspirational behaviours such as excellence or innovation rather than core organisational or operational principles.

The APS Values, on the other hand, are a core element of the APS. As indicated above, all APS employees are required to uphold the APS Values and to comply with the Directions in relation to them. Whatever additional values, standards and aspirational behaviours individual agencies adopt, it will be important to ensure that staff at all levels understand the “bottom line” nature of their responsibilities for acting in accordance with the APS Values.

# THE APS IS APOLITICAL, PERFORMING ITS FUNCTIONS IN AN IMPARTIAL AND PROFESSIONAL MANNER

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## DIRECTION 2.2

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (a) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that:
  - (a) management and staffing decisions in the Agency are made on a basis that is independent from the political party system, political bias and political influence
  - (b) the same high standard of policy advice and implementation, and the same high quality professional support, is provided to the elected Government, irrespective of which political party is in power and irrespective of the Agency Head's political beliefs.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (a) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in the Agency, help to ensure that:
  - (a) management and staffing decisions in the Agency are made on a basis that is independent from the political party system, political bias and political influence
  - (b) the same high standard of policy advice and implementation, and the same high quality professional support, is provided to the elected Government, irrespective of which political party is in power and irrespective of the employee's political beliefs.

One of the primary roles of the APS is to advise on and give effect to the policies of the government of the day. In doing so it must fulfil its functions in a way that is effective and efficient and consistent with the law. This Value requires the APS to be managed and staffed on a basis that is independent of the political party system and political bias and influence. It also requires APS employees to provide the same high standard of service to the elected government, irrespective of which political party is in power and irrespective of their own political beliefs.



For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- there is a clear prohibition on patronage and favouritism
- agencies are committed to excellence and staff demonstrate a high degree of professionalism
- advice is impartial, relevant and useful to Ministers and the government of the day
- legislation is implemented in a non-partisan way and the policies of the government of the day are administered impartially.

## INDICATORS

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The agency establishes systems and structures that enable it to provide the government with a clear and sufficient analysis of all relevant issues and options.

The agency has systems to monitor the effectiveness and quality of its advice to the government.

The agency can demonstrate that its advice is objective, impartial and timely.

The agency has clear, accessible systems in place to facilitate the fair and timely resolution of concerns, including those relating to political influence.

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## THE APS IS A PUBLIC SERVICE IN WHICH EMPLOYMENT DECISIONS ARE BASED ON MERIT

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### DIRECTION 2.3

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (b) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that:
  - (a) for an employment decision relating to the engagement or promotion of a person in the Agency:
    - (i) the aim and purpose of the selection process is determined in advance and information about the process is readily available to applicants
    - (ii) the selection process is transparent and applied fairly in relation to each eligible applicant
    - (iii) the matters mentioned in subsection 10 (2) of the Act are taken into account
  - (b) for any other employment decision in the Agency—the decision is made on the basis of an assessment of a person's work-related qualities and the work-related qualities required for efficient and effective organisational performance.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (b) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in the Agency, help to ensure that:
  - (a) for an employment decision relating to the engagement or promotion of a person in the Agency:
    - (i) the aim and purpose of the selection process is determined in advance and information about the process is readily available to applicants
    - (ii) the selection process is transparent and applied fairly in relation to each eligible applicant
    - (iii) the matters mentioned in subsection 10 (2) of the Act are taken into account
  - (b) for any other employment decision in the Agency—the decision is made on the basis of an assessment of a person's work-related qualities and the work-related qualities required for efficient and effective organisational performance.



*Note:* Agency heads and APS employees must also comply with the requirements set out in Chapter 3 (which relates to diversity in employment), Chapter 4 (which relates to merit in employment) and Chapter 6 (which relates to SES employment) of the Directions.

It is essential that all employment decisions, including engagement, promotion, movements, development opportunities, performance management, redeployment, retrenchment and termination, be based on merit. That is, they must be made without patronage, favouritism or unlawful discrimination. In practice this means that employment decisions are based on merit if an assessment is made of the relationship between each relevant person's work-related qualities and those required for effective and efficient organisational performance.

The most important employment decisions for organisational effectiveness and performance, and for which agencies are likely to be held most accountable, are those which determine who will be recruited to and promoted in the APS. In these cases, particularly, decision-making processes must be unbiased, transparent and able to produce quality outcomes.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- staffing decisions are free from political interference and unlawful discrimination
- information on the requirements of jobs to be filled and the selection process are determined in advance and are readily available to potential applicants
- appointment and promotion processes are transparent and directed toward selecting the best applicant on the basis of an assessment of the relative claims of applicants against the attributes and skills required by the organisation
- work-related qualities that may be taken into account in making an assessment include: skills and abilities; qualifications, training and competencies; standard of work performance; capacity to produce outcomes from effective performance at the level required; relevant personal qualities; demonstrated potential for further development; and ability to contribute to team performance
- selection processes are applied fairly to applicants.

## INDICATORS

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Decisions relating to the recruitment and promotion of staff are clearly linked to an assessment of the skills and experience needed by the agency to meet its business goals.

Eligible applicants have appropriate opportunity to demonstrate their suitability/efficiency against criteria which define the necessary attributes of the job and which can be assessed in a practical way.

The agency provides clear information to staff and potential employees on the processes it uses in making employment decisions and the reasons for these decisions, where required.

The agency has systems in place which enable it to demonstrate that there is no political influence in the recruitment, promotion or deployment of staff.

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## THE APS PROVIDES A WORKPLACE THAT IS FREE FROM DISCRIMINATION AND RECOGNISES AND UTILISES THE DIVERSITY OF THE AUSTRALIAN COMMUNITY IT SERVES

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### DIRECTION 2.4

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (c) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that:
  - (a) all Commonwealth anti-discrimination laws are complied with
  - (b) engagement decisions in the Agency are made taking into account the diversity of the Australian community, the organisational and business goals of the Agency and the skills required to perform the relevant duties
  - (c) the diverse backgrounds of APS employees are effectively utilised, taking into account the organisational and business goals of the Agency and the skills required to perform the relevant duties
  - (d) APS employees are helped to balance their work, family and other caring responsibilities effectively.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (c) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in the Agency, help to ensure that:
  - (a) all Commonwealth anti-discrimination laws are complied with
  - (b) engagement decisions in the Agency are made taking into account the diversity of the Australian community, the organisational and business goals of the Agency and the skills required to perform the relevant duties
  - (c) the diverse backgrounds of APS employees are effectively utilised, taking into account the organisational and business goals of the Agency and the skills required to perform the relevant duties
  - (d) APS employees are helped to balance their work, family and other caring responsibilities effectively.

*Note:* Agency Heads and APS employees must also comply with the requirements set out in Chapter 3 (which relates to diversity in employment) and Chapter 4 (which relates to merit in employment) of the Directions.

Under anti-discrimination legislation, for example the *Racial Discrimination Act 1975*, the *Sex Discrimination Act 1984*, the *Disability Discrimination Act 1992* and the *Human Rights and Equal Opportunity Act 1986*, all APS employees are responsible for ensuring that workplaces are free from offensive behaviour and unlawful discriminatory actions. In practice this means that APS employees must take all reasonable steps to prevent discrimination towards other staff, clients or members of the public. This includes any discriminatory behaviour by themselves or by others of which they are aware but do not seek to prevent. This Value helps to ensure that all Australians have fair access to APS employment and that the APS has access to talented people from diverse backgrounds.

This Value also recognises that a diverse workforce is a source of new ideas and ways of working and can lead to improved quality and more innovative policy advice and service delivery.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- people are not subject to unlawful discrimination or unfair treatment in their employment;
- people from diverse groups have access to recruitment, promotion, career development and mobility opportunities;
- agencies recognise tensions between work and family and other personal commitments, and develop workplace arrangements which help staff to balance these responsibilities;
- the diverse backgrounds of staff are valued so that the agency can operate more effectively and productively in a complex environment; and
- the agency has a workplace diversity program in place that assists in giving effect to the APS Values.

## INDICATORS

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The agency clearly informs staff of their rights and responsibilities under the anti-discrimination provisions of the *Public Service Act 1999*, the *Workplace Relations Act 1996* and other Commonwealth anti-discrimination legislation.

The agency has a workplace diversity program which meets the requirements of the *Public Service Act 1999* and the *Commissioner's Directions 1999*, including promoting fairness in employment and helping employees to balance work, family and other personal commitments.

Selection processes are sensitive to the diverse backgrounds of prospective applicants.

Results of staff surveys held from time to time on both an agency and APS wide basis indicate that staff are satisfied that the agency adheres to this Value.

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## THE APS HAS THE HIGHEST ETHICAL STANDARDS

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### DIRECTION 2.5

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (d) of the Act, an Agency Head must at all times model and promote the highest standard of ethical behaviour, and must put in place measures in the Agency directed at ensuring that:
  - (a) APS employees in the Agency are aware of:
    - (i) the content of the Code of Conduct
    - (ii) any other conduct requirement prescribed for the purposes of subsection 13 (13) of the Act
    - (iii) any Agency-specific conduct requirement authorised by the Agency Head
    - (iv) the consequences of breaching the Code of Conduct or any other conduct requirement
    - (v) the procedures for dealing with a breach of the Code of Conduct or any other conduct requirement
  - (b) managers are aware of the importance of modelling and promoting the highest standard of ethical behaviour
  - (c) procedures are in place for dealing with whistleblowing disclosures
  - (d) APS employees are aware of the procedures for dealing with whistleblowing disclosures, and are encouraged to make such disclosures in appropriate circumstances
  - (e) allegations of misconduct are addressed in a fair, timely, systematic and effective way.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (d) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in the Agency:
  - (a) model and promote the highest standard of ethical behaviour
  - (b) support the Agency Head in meeting the requirements mentioned in subclause (1).



*Note:* In addition to upholding and, if appropriate, promoting the APS Value mentioned in paragraph 10 (1) (d) of the Act, Agency Heads and APS employees must also comply with the APS Code of Conduct and any other conduct requirement prescribed by the regulations—see sections 13 and 14 of the Act.

Public servants occupy positions of trust within the community. Many public servants have access to significant public resources and exercise judgements that can materially affect large numbers of citizens. The public and the Parliament need to be confident that public servants, in exercising their functions, have the highest standards of conduct and that deviations from those standards are addressed and dealt with in a fair and systematic way. The APS Code of Conduct both articulates the standards of behaviour required of APS staff and is a measure against which a public servant's behaviour can be tested.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- staff are aware of the standards of conduct required of them, both in terms of the Code of Conduct and any supplementary conduct requirements their agency might have
- managers are aware that their own behaviour acts as a model for other members of staff
- staff are aware that there are consequences to breaching the Code of Conduct and are confident that their agency will address suspected breaches of the Code in a timely and systematic way
- staff understand the provisions relating to public interest whistleblowing disclosure and are prepared to make such disclosures, should they become aware of a breach of the Code of Conduct
- there are mechanisms in place for staff to raise conduct issues in the workplace confidentially.

## INDICATORS

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The agency has procedures for staff to seek guidance on conduct issues that arise in the workplace and a culture that encourages it.

The agency has processes to educate managers about the importance of modelling standards of ethical behaviour for other members of staff.

The agency has processes to ensure that staff are aware that there are consequences to breaching the Code of Conduct.

Staff are confident that their agency addresses suspected breaches of the Code of Conduct in a fair, timely, systematic and effective way.

The agency has procedures for dealing with public interest whistleblowing disclosures and has promulgated information about them.

The agency has developed and informed staff about an effective Fraud Control Plan that is consistent with the *Financial Management and Accountability Act 1997* and the Government's Fraud Control Policy.

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## THE APS IS OPENLY ACCOUNTABLE FOR ITS ACTIONS, WITHIN THE FRAMEWORK OF MINISTERIAL RESPONSIBILITY TO THE GOVERNMENT, THE PARLIAMENT AND THE AUSTRALIAN PUBLIC

### DIRECTION 2.6

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (e) of the Act, an Agency Head must take all reasonable steps to ensure that he or she:
  - (a) understands the accountability framework within which he or she operates
  - (b) meets individual and Agency statutory and reporting obligations
  - (c) is able, within the accountability framework, to demonstrate clearly and appropriately to Ministers, to the Parliament and to other stakeholders that he or she has efficiently, effectively and ethically used the resources allocated to him or her.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (e) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in the Agency, take all reasonable steps to ensure that he or she:
  - (a) understands the accountability framework within which he or she operates
  - (b) meets individual and Agency statutory and reporting obligations
  - (c) is able, within the accountability framework, to demonstrate clearly and appropriately to Ministers, to the Parliament and to other stakeholders that he or she has efficiently, effectively and ethically used the resources allocated to him or her.

Ministers are accountable to Parliament for the effectiveness of their portfolios, but for operational efficiency they must be able to delegate substantial powers to staff in APS agencies. APS staff are accountable for the way in which they administer government policies. Ministers must therefore be able to have confidence in the performance of the APS and must also be able to account to Parliament, and through it to the public, for actions undertaken by the APS on the Government's behalf.



The accountability framework also encompasses other relationships. Statutory office holders may in some circumstances be responsible directly to Parliament. Some agencies, by virtue of their legislation, have been given responsibilities to other bodies as well as to Parliament.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- agencies must meet their statutory and administrative reporting obligations
- agencies are able to account for the effective, efficient and ethical use of resources provided to deliver programs
- staff understand the accountability framework in which they operate
- agencies are able to provide timely, regular and comprehensive information and other support to Ministers to help them meet their accountability obligations to Parliament and the public
- agencies maintain efficient and effective management systems, including goal setting and high quality performance management
- agencies are able to account effectively to review bodies for the administration of government policies and utilisation of public resources.

## INDICATORS

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Agency employees are provided with appropriate information about the accountability framework under which they are required to operate.

The agency's corporate planning processes and individual performance agreements are clearly linked to its business outcomes.

The agency's reporting arrangements provide a clear account of the agency's performance and the effective, efficient and ethical use of resources for the achievement of outputs and outcomes in the reporting period.

The agency is able to demonstrate that due process has been followed in its actions and decisions, including through the existence and maintenance of good record keeping systems.

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## THE APS IS RESPONSIVE TO THE GOVERNMENT IN PROVIDING FRANK, HONEST, COMPREHENSIVE, ACCURATE AND TIMELY ADVICE AND IN IMPLEMENTING THE GOVERNMENT'S POLICIES AND PROGRAMS



### DIRECTION 2.7

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (f) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that:
  - (a) advice provided to the Government:
    - (i) is frank, honest, comprehensive, accurate and timely
    - (ii) taking into account resource and time constraints, is based on a full understanding of all relevant issues and options, the Government's objectives and the environment in which it operates
  - (b) Government decisions are implemented professionally and with integrity, irrespective of the nature of any advice that may have been provided to the Government at an earlier time.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (f) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in the Agency, help to ensure that:
  - (a) advice provided to the Government:
    - (i) is frank, honest, comprehensive, accurate and timely
    - (ii) taking into account resource and time constraints, is based on a full understanding of all relevant issues and options, the Government's objectives and the environment in which it operates
  - (b) Government decisions are implemented professionally and with integrity, irrespective of the nature of any advice that may have been provided to the Government at an earlier time.

The APS has a responsibility to advise and assist the government of the day in implementing the law and in developing and applying the government's policies and programs. This Value, which complements the apolitical service Value, will ensure that governments have a comprehensive view of issues and access to a full range of options on which to make decisions.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- agencies understand the government's objectives and the environment in which it operates and are able to anticipate, devise and provide options to meet these objectives
- agencies monitor, and keep the government briefed on, the range of developments and contingencies which might affect policy decisions
- agencies are responsible for implementing government decisions professionally and with integrity, irrespective of the nature of the advice that they might earlier have given
- agencies' advice is frank, honest, comprehensive, accurate, timely and forward-looking, taking into account best practice here and overseas.

## INDICATORS

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Agency advice to government is balanced, comprehensive, impartial, timely, adequately documented and provides government with a clear and sufficient analysis of all relevant issues and options.

The agency has a culture that supports the provision of frank and fearless advice.

The agency has systems which enable it periodically to assess and review the effectiveness of its advice to government, taking appropriate account of the views of stakeholders.

The agency has reporting arrangements that enable it to demonstrate that it is responsive to the government through its effectiveness in implementing government policies and programs.

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# THE APS DELIVERS SERVICES FAIRLY, EFFECTIVELY, IMPARTIALLY AND COURTEOUSLY TO THE AUSTRALIAN PUBLIC AND IS SENSITIVE TO THE DIVERSITY OF THE AUSTRALIAN PUBLIC

## DIRECTION 2.8

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (g) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that:
  - (a) information is provided to the Australian public about rights and entitlements, and the processes for gaining access to them
  - (b) within the overall framework of Government policy, the rights and entitlements of clients, and the resources of the Agency, appropriate account is taken of the particular interests and sensitivities of individual Agency clients, including their diversity and right to privacy
  - (c) services are delivered taking into account the principles set out in the following documents:
    - (i) the document entitled *Principles for Developing a Service Charter*, published by the Department of Industry, Science and Tourism in March 1997
    - (ii) the document entitled *Charter of Public Service for a Culturally Diverse Society*, published by the Department of Immigration and Multicultural Affairs in June 1998.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (g) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in an Agency, help to ensure that:
  - (a) information is provided to the Australian public about rights and entitlements, and the processes for gaining access to them
  - (b) within the overall framework of Government policy, the rights and entitlements of clients, and the resources of the Agency, appropriate account is taken of the particular interests and sensitivities of individual Agency clients, including their diversity and right to privacy



- (c) services are delivered taking into account the principles set out in the following documents:
- (i) the document entitled *Principles for Developing a Service Charter*, published by the Department of Industry, Science and Tourism in March 1997
  - (ii) the document entitled *Charter of Public Service for a Culturally Diverse Society*, published by the Department of Immigration and Multicultural Affairs in June 1998.

It is the responsibility of government to decide the nature of the services and other forms of assistance that should be provided to the Australian public. It does this on the basis of its assessment of the needs and interests of client groups and of the Australian community. The responsibility of the APS is to achieve high quality service delivery consistent with the government's decisions, whether it is undertaken by the agency itself or under contractual arrangements.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- agencies demonstrate a strong service culture
- information is available to the public about their rights and entitlements and the processes by which they can access them
- services are delivered to the public effectively, conscientiously, courteously and impartially and service delivery mechanisms are designed so that the Australian public can readily access government services
- service delivery strategies and systems are designed to monitor and feed back into improved service delivery
- within the overall framework of government policy and resources, agencies take account of the particular interests and sensitivities of their clients, including their diverse backgrounds and right to privacy
- agencies support staff who are required to be firm in the face of unreasonable demands or behaviour by clients.

## INDICATORS

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The agency's corporate planning and goal setting processes take into account the need for effective customer service.

Where an agency has dealings with the public, it has developed a service charter to meet the requirements in the Government's Principles for Developing a Service Charter, including those relating to monitoring and review.

The agency complies with the Government's Charter of Public Service for a Culturally Diverse Society under the Commonwealth's Access and Equity Strategy.

The agency regularly reviews its service performance.

The agency contracts with third parties include obligations on service delivery standards and compliance as appropriate with the APS Values and Code of Conduct

The agency has systems in place that monitor, including through feedback from the community, the availability of information on rights and entitlements and the accessibility of services.

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## THE APS HAS LEADERSHIP OF THE HIGHEST QUALITY

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### DIRECTION 2.9

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (h) of the Act, an Agency Head must:
  - (a) clearly articulate and communicate the strategic vision of the Agency to employees in the Agency
  - (b) be aware of, communicate and take into account whole of Government issues and concerns in developing and administering Agency policies and programs
  - (c) have regard to the document entitled *Senior Executive Leadership Capability Framework* issued by the Minister Assisting the Prime Minister for the Public Service on 19 May 1999
  - (d) put in place measures to ensure that there are systems in the Agency that give APS employees appropriate opportunities to develop and demonstrate leadership qualities.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (h) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in an Agency:
  - (a) be aware of and support the strategic vision of the Agency
  - (b) have regard to the document entitled *Senior Executive Leadership Capability Framework* issued by the Minister Assisting the Prime Minister for the Public Service on 19 May 1999.

**Note:** Agency Heads and APS employees must also comply with the requirements set out in Chapter 6 (which relates to SES employment) of the Directions.

In an environment of change, the quality of leadership in the APS is crucial to the achievement of high performance. Leadership is important at many levels in the APS and, in particular, Agency Heads and Senior Executives play a key leadership role within agencies and across the wider APS.



A primary outcome of effective leadership is the achievement of organisational results. A number of elements of leadership, such as shaping strategic thinking, cultivating productive working relationships, exemplifying personal drive and integrity and communicating with influence, contribute to the achievement of agency objectives.

APS leaders have a special duty to uphold and promote the APS Values and ethical framework as set out in the APS Code of Conduct. They must demonstrate the highest standards of integrity and honesty, building trust through their dealings, behaving in a collegiate manner and avoiding favouritism or bias in interactions with others.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that APS leaders must:

- establish a clear vision about what needs to be achieved and work broadly across government to meet objectives
- work for quality policy development and program delivery, challenging ideas and practices
- create productive working relationships, both internally and externally to the organisation, and encourage collaborative working environments which respect and utilise diversity
- communicate and work to develop a shared sense of commitment and purpose which is consistent with their organisation's corporate vision and direction
- scrupulously model APS and organisational values and conduct, maintaining the highest standards of behaviour in the workplace
- engender a culture of achievement and delivery by demonstrating an ability to focus on objectives and to achieve goals even in difficult circumstances.

## INDICATORS

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The agency has articulated a strategic vision and performance objectives.

Leaders demonstrate a commitment to collegiate and whole-of-government approaches.

The agency gives staff appropriate opportunities to develop and demonstrate leadership qualities.

Results of staff surveys indicate that staff understand the vision and direction of their agency and how their work contributes to its achievement.

The agency encourages collaborative working relationships, both internally and externally.

Staff are motivated and committed to maximising the performance of their agency.

The agency works to develop high quality leadership, having regard to the *Senior Executive Capability Framework*.

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## THE APS ESTABLISHES WORKPLACE RELATIONS THAT VALUE COMMUNICATION, CONSULTATION, CO-OPERATION AND INPUT FROM EMPLOYEES ON MATTERS THAT AFFECT THEIR WORKPLACE

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### DIRECTION 2.10

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (i) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that:
  - (a) APS employees are aware of Agency goals and responsibilities and the way in which their work contributes to the achievement of those goals and responsibilities
  - (b) APS employees have appropriate opportunities to contribute their views on issues affecting their workplace
  - (c) consultative arrangements and processes in the workplace appropriately recognise the decision-making responsibilities of management.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (i) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in an Agency:
  - (a) recognise, support and comply with any consultative arrangements in place in the Agency
  - (b) respect the decision-making responsibilities of management in the Agency.

Innovation and flexibility, particularly in a devolved environment, depend on the ability of individuals and teams to cooperate, adapt and manage themselves, and to be willing to be held accountable for their performance. Effective devolution of responsibility requires a shared understanding of, and commitment to, organisational goals. Workplace systems and structures that enable staff to contribute their views and maximise their input to meeting organisational objectives underpin effective workplace relations.



For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- staff have an appropriate opportunity to contribute their views on issues which affect their workplace
- staff are aware of, understand and are committed to the corporate goals and responsibilities of the agency and understand the way in which their work contributes to the achievement of organisational objectives
- staff understand the parameters of consultation and recognise the decision-making responsibilities of management
- the principles of APS employment are applied in the agency, including fair and flexible remuneration and conditions of employment, fair and consistent treatment, freedom of association and opportunities for appropriate training and development
- managers are committed to effective workplace relations practices that include consultation with staff.

## INDICATORS

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The agency has systems and structures for consulting with staff about issues in their workplace.

The agency has systems to ensure that staff have appropriate opportunity to provide input to the corporate planning process, are fully informed of the goals of the agency and understand the way in which their work contributes to their achievement.

The agency has adopted dispute resolution processes that encourage informal options for addressing concerns.

Results of staff surveys taken from time to time on both an agency and an APS-wide basis indicate that staff are satisfied that the agency adheres to this Value.

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## THE APS PROVIDES A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

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### DIRECTION 2.11

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (j) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that:
  - (a) employment and workplace arrangements take appropriate account of APS employees who are seeking to balance individual needs and the achievement of organisational goals
  - (b) the Agency complies with Commonwealth occupational, health and safety legislation.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (j) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in an Agency, help to ensure that:
  - (a) employment and workplace arrangements take appropriate account of APS employees who are seeking to balance individual needs and the achievement of organisational goals
  - (b) the Agency complies with Commonwealth occupational, health and safety legislation.

This Value calls for harmonious workplaces that are safe and harassment-free. It also recognises that valuing the contributions of staff is a strong motivator of improved performance. Decisions on employment matters must be transparent, embody equity and procedural fairness principles and maintain appropriate confidentiality.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- staff treat each other with respect and courtesy and without harassment
- agencies have the flexibility to adapt their employment arrangements to assist individuals to balance individual need and the achievement of organisational goals
- agencies and their staff meet the requirements of occupational health and safety duty of care
- agencies and their staff meet the requirements of anti-discrimination duty of care.



## INDICATORS

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The agency has effective systems to promote acceptable workplace conduct and practices.

The agency has effective systems to facilitate the resolution of complaints of workplace harassment and allegations of misconduct.

The agency informs staff of their rights and responsibilities under Commonwealth occupational health and safety and anti-discrimination legislation.

The agency's Certified Agreement and/or Australian Workplace Agreements contain provisions which support a flexible and rewarding workplace.

Results of staff surveys taken from time to time indicate that staff are satisfied that the agency adheres to this Value.

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## THE APS FOCUSES ON ACHIEVING RESULTS AND MANAGING PERFORMANCE

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### DIRECTION 2.12

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (k) of the Act, an Agency Head must, in addition to having regard to any statutory accountability and reporting responsibilities, put in place measures in the Agency directed at ensuring that:
  - (a) the Agency has at all times the organisational capacity, flexibility and responsiveness necessary to achieve the outcomes expected by the Government and any other authority to which the Agency is accountable
  - (b) the Agency has at all times a culture of achievement, planning time and priorities to deliver on intended results
  - (c) the Agency's reporting arrangements provide an account of the effectiveness of the Agency's outputs during the reporting period
  - (d) the Agency is able to demonstrate that it has directed its resource priorities toward the achievement of the outcomes expected by the Government or any other authority to which the agency is accountable
  - (e) the Agency establishes a fair and open performance management system that:
    - (i) covers all APS employees
    - (ii) guides salary movement and is linked to Agency organisational and business goals and the maintenance of the APS Values
    - (iii) provides each APS employee with a clear statement of performance expectations and an opportunity to comment on those expectations
  - (f) the Agency conducts its performance management system in accordance with the objectives mentioned in paragraph (e).

- (2) In upholding the APS Value mentioned in paragraph 10 (1) (k) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in an Agency:
- (a) help to ensure that:
    - (i) the Agency has at all times the organisational capacity, flexibility and responsiveness necessary to achieve the outcomes expected by the Government
    - (ii) the Agency has at all times a culture of achievement, planning time and priorities to deliver on intended results
    - (iii) the Agency's reporting arrangements provide an account of the effectiveness of the Agency's outputs during the reporting period
    - (iv) the Agency is able to demonstrate that it has directed its resource priorities toward the achievement of the outcomes expected by the Government
  - (b) facilitate a fair and open performance management system in the Agency that:
    - (i) covers all APS employees
    - (ii) guides salary movement and is linked to Agency organisational and business goals and the maintenance of the APS Values
    - (iii) provides each APS employee with a clear statement of performance expectations and an opportunity to comment on those expectations
  - (c) participate in the Agency's performance management system in accordance with the objectives mentioned in paragraph (b).

In a flexible operating environment the effectiveness of the APS is measured through the achievement of its outputs and outcomes within the integrity framework provided by the Values. The objective of performance management is improved agency performance, including through the encouragement of individual and team innovation and creativity and through effective and relevant development programs. Performance management systems are a tool to assist agencies to align individual and team performance with outcomes.

Performance management systems should include fair procedures that are clearly understood by staff, a remuneration system linked to performance, effective feedback and planning processes, reward and incentive schemes, effective induction, management of under-performance and performance measurement against organisational values, skills or behaviours.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- the outputs and outcomes of government are being met effectively and efficiently
- agencies foster a strong performance culture which rewards high performance and responds effectively to under-performance
- management strategies for achieving effective agency performance, including through workplace diversity, are integrated into the agency's planning processes
- performance management systems are designed to meet the specific needs of the organisation.

## INDICATORS

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The agency's reporting arrangements provide an account of the effectiveness of the agency's outputs during the reporting period.

The agency is able to demonstrate that it has directed its resource priorities towards achievement of the outcomes expected by the government.

The agency has a performance management system which is linked to the maintenance of the APS Values.

The agency has a performance management system which gives consistent messages in the way it manages its staffing decisions.

The agency's performance management system includes a fair and equitable performance feedback process which is linked to its training and development strategies and which is understood by staff.

Agency performance is evaluated and benchmarked in a systematic manner.

The agency rewards and incentives scheme is applied fairly and consistently across the organisation.

Under-performance is managed in a timely and effective manner.

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## THE APS PROMOTES EQUITY IN EMPLOYMENT

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### DIRECTION 2.13

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (l) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that:
  - (a) employment decisions in the Agency are made in a transparent, equitable and procedurally fair way and that appropriate confidentiality in relation to employment decisions is maintained
  - (b) measures are taken to eliminate any employment-related disadvantages in the Agency on the basis of:
    - (i) being an Aboriginal or a Torres Strait Islander within the meaning of the *Racial Discrimination Act 1975*
    - (ii) gender
    - (iii) race or ethnicity
    - (iv) physical or mental disability.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (l) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in an Agency, help to ensure that:
  - (a) employment decisions in the Agency are made in a transparent, equitable and procedurally fair way and that appropriate confidentiality in relation to employment decisions is maintained
  - (b) measures are taken to eliminate any employment-related disadvantages in the Agency on the basis of:
    - (i) being an Aboriginal or a Torres Strait Islander within the meaning of the *Racial Discrimination Act 1975*
    - (ii) gender
    - (iii) race or ethnicity
    - (iv) physical or mental disability.

*Note:* Agency Heads and APS employees must also comply with the requirements set out in Chapter 3 (which relates to diversity in employment) and Chapter 4 (which relates to merit in employment) of the Directions.

Employment decisions relating to selection, engagement, movement, promotion, assignment of duties and allocation of classification levels can impact widely in an agency so it is essential that the decision-making process is transparent, equitable and procedurally fair. Employment decisions should be based on relevant considerations of the best person for the job and effective and efficient organisational performance.

Agencies should also be aware of the effects of past poor employment practices and consider specific development opportunities and special recruitment programs as one means of redressing their effect. In practice this means that agencies should undertake measures to eliminate any employment-related disadvantages that may be reflected in staff turnover, retention rates and representation rates of specific groups of people including Indigenous Australians, women, people from different cultural and linguistic backgrounds and people with physical or mental disabilities.

While the decision-making process and the reasons for decisions should be transparent, agencies should have regard to the *Freedom of Information Act 1982*, the *Privacy Act 1988*, including the information privacy principles relating to personal information, and the *Crimes Act 1914* when disclosing information and maintaining appropriate confidentiality.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- agencies review employment practices and job requirements to eliminate any direct or indirect discrimination
- agencies actively pursue options for flexible working arrangements, reasonable adjustment and special employment measures as a means of redressing employment disadvantage
- agencies seek to identify and respond to the different development needs of staff
- the processes for offering development opportunities are fair and equitable
- agencies undertake awareness raising initiatives, including those aimed at redressing misconceptions and prejudices.

## INDICATORS

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Decisions relating to the recruitment and promotion of staff are made by people who clearly understand and apply procedural fairness and equity principles.

The agency provides clear information to decision makers on the processes to be used in making employment decisions to ensure equity in employment.

Criteria that define the necessary attributes of the job are reviewed to remove any direct or indirect discriminatory requirements.

The agency provides equity and cultural awareness raising initiatives for staff.

The agency has identified opportunities to redress any past disadvantage.

The agency is able to demonstrate progress in achieving a level of representation of women and members of the other designated EEO groups that is consistent with their representation in comparable industries, taking into account the agency's business goals, the cultural background of its clients and relevant skill requirements.

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## THE APS PROVIDES A REASONABLE OPPORTUNITY TO ALL ELIGIBLE MEMBERS OF THE COMMUNITY TO APPLY FOR APS EMPLOYMENT



### DIRECTION 2.14

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (m) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that, taking into account Agency goals, resources and skills requirements, opportunities for employment in the Agency are brought to the notice of the community in a way that gives eligible members of the community a reasonable opportunity to apply for them.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (m) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in an Agency, help to ensure that, taking into account Agency goals, resources and skills requirements, opportunities for employment in the Agency are brought to the notice of the community in a way that gives eligible members of the community a reasonable opportunity to apply for them.

*Note:* Agency heads and APS employees must also comply with the requirements set out in Chapter 3 (which relates to diversity in employment) and Chapter 4 (which relates to merit in employment) of the Directions.

This Value complements those relating to employment based on merit and sensitivity to the diversity of the Australian community. It reflects the importance of open access to APS employment opportunities as a means of obtaining the best applicants for a position and of utilising the diverse nature of the Australian community to increase an agency's capacity for effective service delivery. To realise the full benefits that can be derived from tapping into this broader field of potential applicants, agencies can also make themselves attractive as employers to the Australian community.

Opportunities for employment in the APS should be available to the widest possible field, taking into account the agency business goals, resources and skills requirements. This means that opportunities for employment in the agency are open to eligible members of the community, that the opportunities are effectively brought to the notice of the community and that selection processes recognise that the field of applicants may include people from outside the APS.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- eligible persons in the relevant labour market have reasonable opportunities to apply for vacancies and advertisements in the press are designed to attract the best field
- selection documents and processes are accessible and easily understood by prospective applicants
- contact officers for vacancies are aware of the merit principle and are able to discuss transferable skills for the particular vacancy.

## INDICATORS

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Information on the agency is readily available to prospective staff.

The agency advertises employment opportunities in media accessed by eligible community members.

Information on jobs is presented in a way that is readily understood by, and accessible to, prospective applicants.

The agency can demonstrate that, to the maximum extent compatible with its business goals, resources and skills requirements, it has advertised vacancies as open to eligible members of the community.

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## THE APS IS A CAREER-BASED SERVICE TO ENHANCE THE EFFECTIVENESS AND COHESION OF AUSTRALIA'S DEMOCRATIC SYSTEM OF GOVERNMENT



### DIRECTION 2.15

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (n) of the Act, an Agency Head must:
  - (a) practise and encourage consultation, communication and the sharing of knowledge between Agencies as an important element in maintaining effective and cohesive government
  - (b) promote an understanding, among APS employees, of the core public interest ethos of the APS, including the ethos embodied in the APS Values and the Code of Conduct
  - (c) encourage a feeling of common membership of a significant institution
  - (d) put in place measures to ensure that:
    - (i) the Agency is staffed on a basis that sustains core knowledge, expertise, and standards of professionalism and behaviour
    - (ii) legislative and Agency requirements in relation to the use of the different categories of APS employment are upheld.
- (2) The Agency Head must uphold and promote the APS Value mentioned in paragraph 10 (1) (n) of the Act:
  - (a) for the Agency Head's Agency
  - (b) when working with other Agency Heads as the collective leadership of the APS.
- (3) In upholding the APS Value mentioned in paragraph 10 (1) (n) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in an Agency:
  - (a) support and encourage consultation, communication and the sharing of knowledge between Agencies as an important element in maintaining effective and cohesive government
  - (b) help to ensure that:
    - (i) the Agency is staffed on a basis that sustains core knowledge, expertise, and standards of professionalism and behaviour
    - (ii) legislative and Agency requirements in relation to the use of the different categories of APS employment are upheld.

Consultation, communication and the sharing of knowledge between agencies is an important element in maintaining effective and cohesive government. It also contributes to the APS being an effective repository of knowledge about government administration and service delivery. Agency Heads have a significant role as the collective leadership of the APS. An understanding among APS employees of the core public interest ethos of the APS, responsiveness to government and the community, professionalism and integrity, will encourage a feeling of common membership of a significant part of the democratic system of government. In practice this means having in place measures to ensure that agencies are staffed on a basis that sustains core knowledge, expertise, and standards of professionalism and behaviour. Balanced with this is the flexibility available through different categories of APS employment to meet the ongoing and specific intermittent responsibilities of agencies.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- agency leadership articulates and promotes an understanding of the roles and responsibilities of the agency and its employees in the context of the overall interests of the APS and the outcomes sought by the government of the day
- managers support and encourage consultation, communication and the sharing of knowledge between agencies
- core knowledge, expertise and professionalism are some of the qualities sought in APS employees to support effective and efficient organisational performance
- development opportunities are provided which support the retention of knowledge of government administration and service delivery within the APS.

## INDICATORS

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The agency is staffed on a basis that recognises the importance of core knowledge, expertise, and high standards of professionalism and behaviour.

The agency establishes structures that support internal as well as service-wide and other external consultation, communication and sharing of knowledge.

The agency effectively participates in and contributes to inter-agency forums and actively shares knowledge with other agencies on matters of mutual interest.

The agency promotes an understanding among its employees of the core public interest ethos, including the ethos embodied in the APS Values and the Code of Conduct.

The agency encourages a feeling of common membership of the APS as a significant institution.

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## THE APS PROVIDES A FAIR SYSTEM OF REVIEW OF DECISIONS TAKEN IN RESPECT OF APS EMPLOYEES



### DIRECTION 2.16

- (1) In upholding and promoting the APS Value mentioned in paragraph 10 (1) (o) of the Act, an Agency Head must put in place measures in the Agency directed at ensuring that:
  - (a) the Agency has, or has access to, a system for the review of employment decisions that is available to all eligible employees in the Agency
  - (b) the system complies with the Act and the Regulations in relation to rights of access to employment decisions, and processes for review of employment decisions, including the requirements of procedural fairness.
- (2) In upholding the APS Value mentioned in paragraph 10 (1) (o) of the Act, an APS employee must, taking into account the employee's duties and responsibilities in an Agency, help to ensure that:
  - (a) the Agency has, or has access to, a system for the review of employment decisions that is available to all eligible employees in the Agency
  - (b) the system complies with the Act and the Regulations in relation to rights of access to employment decisions, and processes for review of employment decisions, including the requirements of procedural fairness.

Employment decisions should be procedurally fair. As a complement to merit and equity in employment, decision makers should be openly accountable for their decisions. In practice this means that, where employees effected by the decision are not satisfied with the outcome, a fair system of review of the decision can provide for continued confidence in the decision-making process. Although the regulations retain a two-tier review process, it is expected that, wherever possible, applications for review will be resolved within the agency by the Agency Head. The Merit Protection Commissioner is able to review decisions that have undergone a first tier review within an agency and the affected employee is not satisfied or the matter is so sensitive or serious that it would be inappropriate for the agency to review the matter.

For Agency Heads and APS employees, the practical application of the Value and its Direction means that:

- decisions relating to employment are based on procedural fairness;
- the agency has clear, accessible systems in place to facilitate the fair and timely resolution of concerns, including formal and informal processes
- staff who exercise their right for a review of decisions are not subject to harassment or discrimination
- requests for review of actions are dealt with in a fair and equitable manner.

## INDICATORS

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Decision makers are aware of and apply procedural fairness principles.

Staff are advised of their rights to seek a review of decisions.

The agency has established informal and formal review mechanisms which staff are able to access.

Staff are aware that they are able to refer sensitive and serious matters to the Merit Protection Commissioner for consideration.

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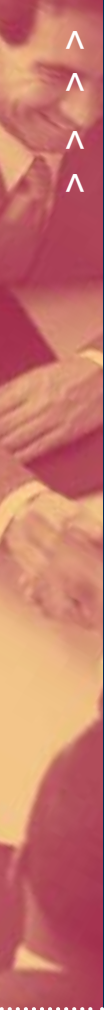
## A P S V A L U E S > > > >

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The Australian Public Service:

- is apolitical, performing its functions in an impartial and professional manner;
- is a public service in which employment decisions are based on merit;
- provides a workplace that is free from discrimination and recognises and utilises the diversity of the Australian community it serves;
- has the highest ethical standards;
- is openly accountable for its actions, within the framework of Ministerial responsibility to the Government, the Parliament and the Australian public;
- is responsive to the Government in providing frank, honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs;
- delivers services fairly, effectively, impartially and courteously to the Australian public and is sensitive to the diversity of the Australian public;
- has leadership of the highest quality;
- establishes workplace relations that value communication, consultation, co-operation and input from employees on matters that affect their workplace;
- provides a fair, flexible, safe and rewarding workplace;
- focuses on achieving results and managing performance;
- promotes equity in employment;
- provides a reasonable opportunity to all eligible members of the community to apply for APS employment;
- is a career-based service to enhance the effectiveness and cohesion of Australia's democratic system of government;
- provides a fair system of review of decisions taken in respect of APS employees.

Agency Heads are bound by the Code of Conduct in the same way as APS employees and have an additional duty to promote the APS Values.



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AUSTRALIAN  
PUBLIC SERVICE  
COMMISSION

Booklets 3–6 are available in the *Working with the Act*, *Working Together* and *Values and Conduct* series. See inside cover.