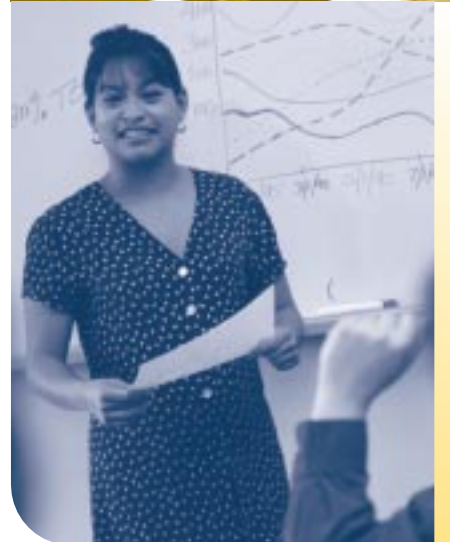




PUBLIC SERVICE &
MERIT PROTECTION
COMMISSION

PEOPLE AND
PERFORMANCE

in the APS



A Guide for Managers and Staff

APS VALUES

APS employees and agency heads are required to behave in a way that upholds the APS values and the integrity and good reputation of the APS.

Agency heads have an additional duty to promote the APS values.

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 the diverse backgrounds of APS employees;
- has the highest ethical standards;
- is 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 implementing the Government's policies and programs;
- delivers services fairly, effectively, impartially and courteously to the Australian public;
- has leadership of the highest quality;
- establishes cooperative workplace relations based on consultation and communication;
- provides a fair, flexible, safe and rewarding workplace; and
- focuses on achieving results and managing performance.

(see Public Service Regulations 5, 6 and 7 (11))

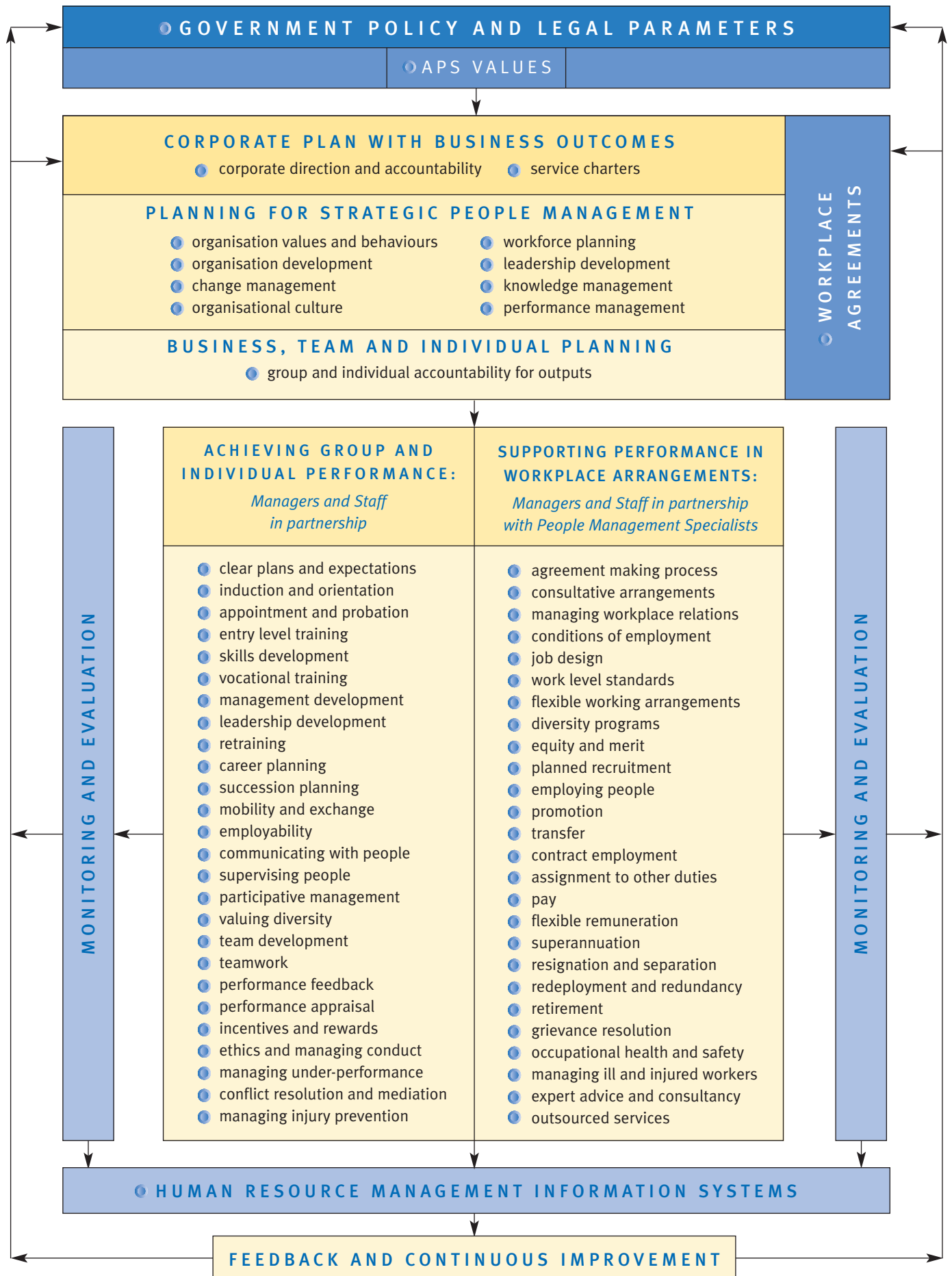
APS CODE OF CONDUCT

The Code of Conduct requires that an APS employee must:

- (1) behave honestly and with integrity in the course of APS employment.
- (2) act with care and diligence in the course of APS employment.
- (3) when acting in the course of APS employment, treat everyone with respect and courtesy, and without harassment.
- (4) when acting in the course of APS employment, comply with all applicable Australian laws.
- (5) comply with any lawful and reasonable direction given by someone in the employee's Agency who has authority to give the direction.
- (6) maintain appropriate confidentiality about dealings that the employee has with any Minister or Minister's member of staff.
- (7) disclose, and take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with APS employment.
- (8) use Commonwealth resources in a proper manner.
- (9) not provide false or misleading information in response to a request for information that is made for official purposes in connection with the employee's APS employment.
- (10) not make improper use of:
 - (a) inside information; or
 - (b) the employee's duties, status, power or authority;in order to gain, or seek to gain, a benefit or advantage for the employee or for any other person.
- (11) at all times behave in a way that upholds the APS values and the integrity and good reputation of the APS.
- (12) while on duty overseas, at all times behave in a way that upholds the good reputation of Australia.
- (13) except in the course of his or her duties as an APS employee or with the Agency Head's express authority, not give or disclose, directly or indirectly, any information about public business or anything of which the employee has official knowledge.

(see Public Service Regulation 7)

A FRAMEWORK FOR PEOPLE MANAGEMENT IN THE APS



FOR FURTHER INFORMATION: Supporting materials which provide more information on the elements of the Framework are available electronically on the PSMPC website at <http://www.psmpc.gov.au/framework.htm>

The following characteristics have been identified by line managers and staff as the characteristics of people management in high performance organisations.

LEADERS OF HIGH PERFORMING ORGANISATIONS ENSURE:

- All staff understand and are committed to the goals and values of the organisation.
- Meeting the needs of government, clients and the community is a primary focus of all staff.
- Decisions on managing people are ethical and transparent.
- Staff are encouraged to find innovative ways to enhance organisational performance.
- The work environment reflects a respect for a healthy balance of work and personal life.
- The diverse backgrounds, cultural values, skills and knowledge of employees are viewed positively and used effectively to add value to business outcomes.
- Staffing practices incorporate equal employment opportunity, natural justice, privacy and elimination of unjustified discrimination.
- Recognition and rewards are values and performance based.

CHARACTERISTICS OF HIGH PERFORMING MANAGERS

Effective managers:

- Work in partnership with staff and ensure that all people understand what is expected of them in contributing to the goals of the organisation.
- Regularly provide performance feedback and also seek feedback from staff.
- Model the values of the organisation and maintain the standard of conduct in their workplaces.
- Recognise and reward the contributions of staff, provide a safe work environment and encourage a healthy balance of work and personal life.
- Effectively develop and use the diverse skills, cultural values and backgrounds of all employees.
- Ensure staffing practices incorporate equal employment opportunity, natural justice, privacy and elimination of unjustified discrimination.
- Deal with difficult issues and are accountable for their people management.
- Make employment decisions which are transparent and based on the principles of equity and merit.

CHARACTERISTICS OF HIGH PERFORMING STAFF

Effective staff:

- Contribute their knowledge and experience to add value to the performance of the work area.
- Take responsibility for their work and are accountable for their performance.
- Demonstrate commitment and initiative in their work.
- Take responsibility for developing and maintaining their skills and knowledge.
- Behave in ways that are consistent with the values of the organisation.
- Communicate openly and provide feedback in their dealings with each other and with managers.
- Contribute ideas for improving systems, working conditions and practices to enable optimum performance.
- Ensure they understand and are committed to the goals of the whole organisation and are responsive to change.

THE GUIDE CAN HELP YOU ACHIEVE BETTER RESULTS THROUGH YOUR PEOPLE

The Guide aims to provide information to assist managers and staff to improve their contributions in achieving agency outcomes.

High performance of the Australian Public Service (APS) is increasingly important. The global economic environment, advances in technology, resource considerations and community expectations are demanding better value from the APS.

The Government's policy reform agenda signals the need for public sector organisations to better align people management strategies with business outcomes. There is growing recognition that the contributions of all staff are crucial to organisational success.

PURPOSE OF THIS GUIDE

To highlight the APS Values and the Code of Conduct which underpin people management in the APS.

To provide a *Framework of People Management in the APS* and access to practical information on people management.

To highlight the characteristics of people management in high performance organisations.

To raise awareness of the value of the people management capability in achieving agency outcomes.

WHO SHOULD USE THIS GUIDE?

The Guide is for all APS staff and managers.

Senior Executives may use this guide as a reference when undertaking people management planning in conjunction with other corporate planning activities.

Line Managers and Supervisors may use this guide as a guide to their people management responsibilities, planning for improved performance and for induction, training and coaching of staff.

Staff may use this guide to better understand the elements of people management, to highlight areas for greater involvement and participation in the performance of their work areas.

HR Specialists may use this guide as a checklist in people management planning and in providing guidance to managers and staff.

EMPLOYMENT FRAMEWORK

Over recent years, many employment powers formally held by central agencies (the Public Service and Merit Protection Commission (PSMPC) and the Department of Employment, Workplace Relations and Small Business (DEWRSB)) have been devolved to agencies.

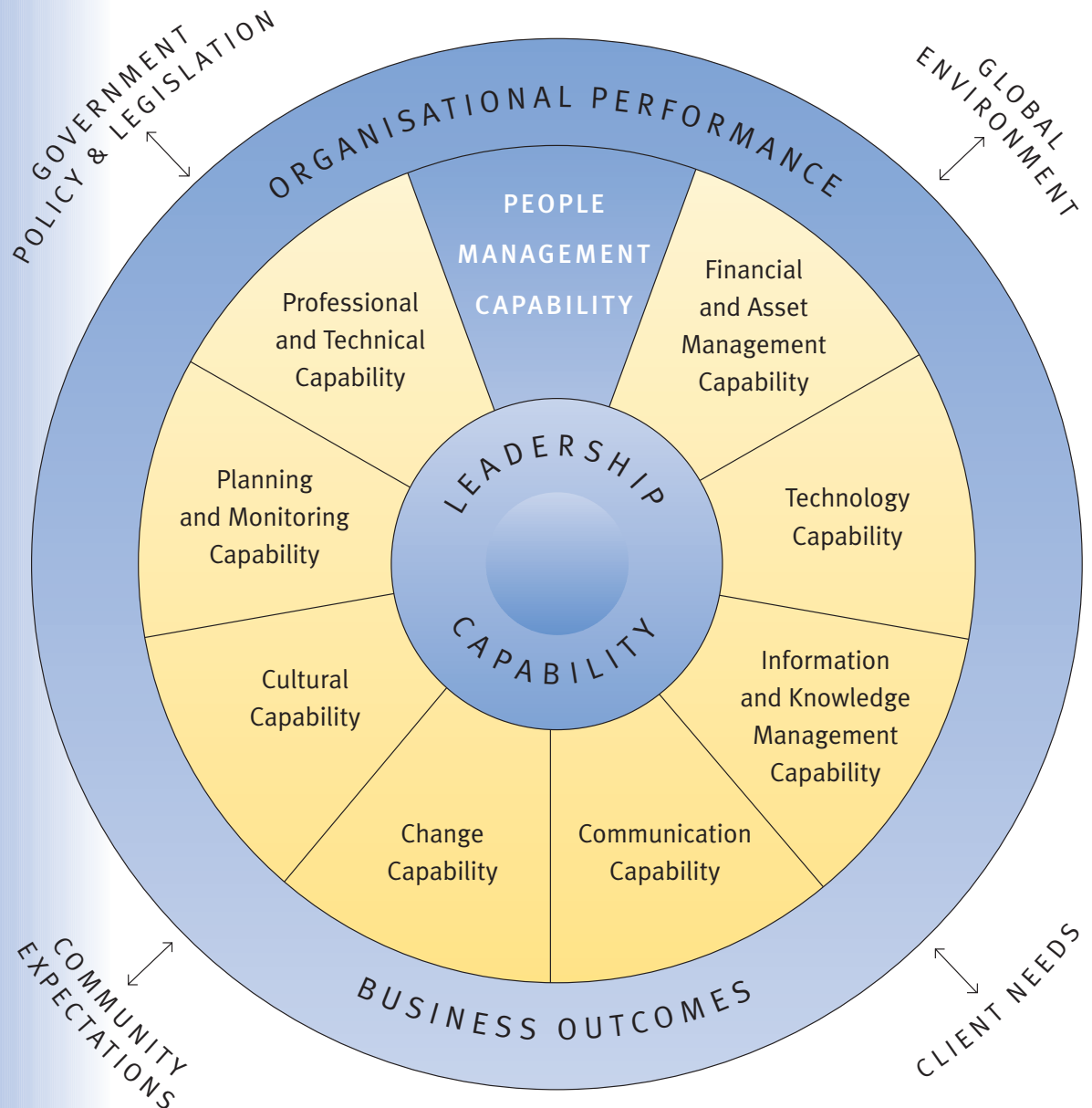
Subject to the *Workplace Relations Act 1996* (WR Act), the Government policy parameters and the *Public Service Act 1922* (PS Act), agencies are now able to determine in the context of Certified Agreements and Australian Workplace Agreements, the remuneration and terms and conditions of their staff.

Agencies are encouraged to use the flexibility available under the WR Act and the devolution of authority under the PS Act to pursue workplace reform in all areas of people management.

While the PS Act and Regulations still provide the legislative framework for people management in the APS, agencies now have significant scope to develop policy to suit individual needs in such areas as recruitment, selection, appointment, determining mandatory qualifications and other conditions of entry, advancement, transfer, redeployment and redundancy, leave of absence and performance agreements.

Other areas where there are still significant requirements prescribed in the PS Act include advertising, non SES promotion, probation, appeal and grievance rights, engagement of temporary employees, discipline and SES staffing arrangements. Nevertheless, even within these areas there is the capacity for line managers to develop agency specific policies to enhance the performance of their agency and better address the needs of staff.

ORGANISATIONAL CAPABILITIES FOR HIGH PERFORMANCE



To achieve high performance, organisations require demonstrated capability in a number of key areas. Organisations which respond effectively to the external environment by using the full range of internal resources are most likely to sustain high performance over the long term.

Strong leadership establishes the vision, values and behaviours of the organisation through strategy, example and reward. The involvement and commitment of people to the goals of the business are essential to assure the optimal use of all internal resources.

The ability to gauge the requirements of the external environment and respond quickly to changing circumstances requires effective communication and the best use of knowledge and information. Optimal use of all resources is possible in an organisational culture which is ready, willing and rewarding of the behaviours and values which sustain high performance.

FOR FURTHER INFORMATION ABOUT THIS GUIDE

Contact the Human Resource Management area
or training manager in your agency or the PSMPC.

[PSMPC HELPLINE](#) Ph: 02 6272 3609

[PSMPC WEBSITE](http://www.psmpc.gov.au) <http://www.psmpc.gov.au>