



ACT Performance Framework

Talking about Behaviour: A Guide for ACT Public Service Employees

Why are values and behaviours important?

Our work behaviour, or 'how we do our job', makes a big difference to how we come across to our colleagues, other parts of the ACT Government and, most importantly, the ACT Community. It is what makes us truly successful in our jobs.

The ACT Public Service (ACTPS) Code of Conduct, Values and Signature Behaviours set the behavioural standard for how we work across the ACTPS. They describe how, as ACT Public Servants, we will behave towards each other and the people we serve when we are doing our jobs.

For this reason, conduct and behaviour forms part of the way we think about good work performance in the ACTPS.

Conduct and behaviour is how we do our work and interact with others.

Setting expectations about conduct and behaviour is an important part of providing feedback about work performance.

The ACTPS Values and Signature behaviours and other standards

The ACTPS values are Respect, Integrity, Collaboration and Innovation. Depending on where you work and what your role is, there may be other behavioural standards for how you are expected to do your work.

An example of a job-specific behavioural standard would be the Code of Ethics for Occupational Therapists, Nurses or Teachers. There are many similarities between different job-specific behavioural standards and the ACTPS Code of Conduct.



Directorate Values Professional codes of conduct
How I do my job of conduct
Professional standards
Legal obligations **ACTPS code of conduct**
ACTPS values and signature behaviours

What is the workplace like when great conduct and behaviour is part of good work performance?

We are aiming to have workplaces where:

- there is a culture of talking about the conduct and behaviour that we like and appreciate, as well as what we dislike and don't appreciate
- people know what they need to do to improve on their conduct and behaviour
- it feels friendly, professional and ethical when we go there either as a visitor or member of staff
- both systems and people operate efficiently and effectively
- we are more able to 'do what we said we will' because we are well supported by our colleagues
- we are well regarded by the ACT Government and community.

What do I need to do?

You don't need to discuss all behavioural standards and codes that apply to your job in detail with your manager as part of your performance and development discussions BUT you must ensure that behaviour which is important to your team or role is discussed in some way.

Where do I start?

When discussing your performance with your manager, refer to the Values In Practice (VIP) Chart at the back of this guide and talk about what behaviour is important for your role and what you can do to improve even more.

What is the Values In Practice (VIP) Chart?

The Values In Practice (VIP) Chart describes what it 'looks like' when we work in a way that is consistent with ACTPS Values and Behaviours. It describes the behaviours:

- at different levels – from foundation to accomplished
- in specific roles or contexts (e.g. when providing service)
- that are expected of those who lead, supervise or manage other people
- the behavioural descriptors in the intermediate and accomplished categories are inclusive of the previous behavioural statement(s).

RESPECT

We take pride in our work. We value the contribution of others. We relate to clients in a fair, decent and professional manner.

Examples of the value in practice from 'foundation' level to 'accomplished'.

Foundation

Behavioural Indicators



Accomplished

People Leadership (I lead, manage or supervise others)

General behaviours

I see myself as a member of the ACTPS.

I recognise how my role contributes to the effectiveness of the ACTPS.

I recognise how my role contributes to the ACT community.

I talk about how we contribute to the ACTPS and ACT.

I do my job to the best of my ability. I accept feedback and take personal responsibility for my ongoing learning and development.

I look for opportunities to do my job even better and implement improvements

I make suggestions about how we can do our jobs even better

I provide feedback in a constructive way and help the people I lead to develop their knowledge and skills.

When providing services...

I take time to understand the needs of our clients/customers. I am consistent in our interactions with our customers.

I take into account how my work and our processes impacts on our clients/customers.

I take the time to build rapport and positive relationships with clients/customers.

Examples of the value in practice in specific roles.

Examples of how supervisors and managers demonstrate the value.



Role-specific behaviours

When contributing to the development of ACTPS and ACT Government policies, directions and strategies...

When working on programs or projects or managing contracts...

Discussing behaviour at work: 5 steps to success

| Talk about behaviours in Performance Discussions using the Values In Practice (VIP) Chart | | |
|---|---|--|
| Subject | As a supervisor/manager | As an employee |
| STEP 1: Talk about behaviours that are important | <p>YOUR TEAM: which values and behaviours on the VIP Chart are important for the team and each role? Decide which level (foundation to accomplished) is required of the team or role?</p> <p>YOURSELF: What people leadership descriptions are important for your role?</p> | <p>FIRST THINK ABOUT: Which values and behaviours on the VIP Chart are important</p> <ul style="list-style-type: none"> • for your team • to your role • to you personally <p>ASK YOURSELF - For those important descriptions, which level is required - foundation to accomplished?</p> |
| STEP 2: Talk about strengths | <p>FIRST ASK YOURSELF:</p> <ul style="list-style-type: none"> • Which behaviours does the team/ individuals do well? • How have I let them know that I recognise and appreciate their way of working? • Which behaviours do I do well? • Are they the ones I identified as being important in step 1? | <p>THINK ABOUT:</p> <ul style="list-style-type: none"> • Which behaviours do I do well? • Which behaviours does my supervisor/ manager do well? • Are they the ones I identified as being important in step 1? |
| STEP 3: Talk about improvement | <p>There is always a way to improve on a particular behaviour at work in order to help us do our jobs even better.</p> <ul style="list-style-type: none"> • Which of the behaviours that I identified as being really important (in step 1) could the team/individuals develop further or show more often? • Does the team/individual employee understand how they are being asked to improve? • Which 'people leadership' behaviours could I develop further? <p>If you need to, you can refer to the ACTPS Guidance on '<i>Tips for a difficult performance discussion: guidance for ACTPS employees.</i>'</p> | <p>There is always a way to improve on a particular behaviour at work in order to help us do our jobs even better.</p> <ul style="list-style-type: none"> • Which of the behaviours that I identified as being really important (in step 1) could I develop further or show more often? • What about my supervisor/manager? • Do I understand how to improve? <p>If you need to, you can refer to the ACTPS Guidance on '<i>Tips for a difficult performance discussion: guidance for ACTPS employees.</i>'</p> |

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| <p>STEP 4: Plan for the future</p> | <ul style="list-style-type: none"> • What will help the team and individuals develop and demonstrate the behaviours identified in step 1? <ul style="list-style-type: none"> » Coaching, mentoring or work shadowing with a colleague? » Going to a new meeting or working with new people for some of the time? » Talking together as a team about what behaviour everyone appreciates in their colleagues? • What can I do to develop the 'people leadership' behaviours I identified in step 1? <ul style="list-style-type: none"> » Networks? Mentors? Professional Coaching? <p>Remember the SMART principle - make any plans Specific, Measureable, Achievable, Relevant to your goals and Timely.</p> | <ul style="list-style-type: none"> • What will help you develop and demonstrate the important behaviours? <ul style="list-style-type: none"> » What can your manager do to support you? » Can you watch/spend time with a colleague to learn from them? » What about spending an hour or two with another team or department to help you understand what they do or need from you? <p>Remember the SMART principle - make any plans Specific, Measureable, Achievable, Relevant to your job and Timely.</p> |
| <p>STEP 5: Follow-up</p> | <ul style="list-style-type: none"> • Make a record of your discussion and any plans you've made for the future (Performance and Development template has space for this) • Do what you've planned to do in Step 4 • Provide balanced feedback to the team and individual team members on observed changes/improvements. • Ask 'How am I going': seek feedback from the team on your own development. | <ul style="list-style-type: none"> • Make a record of your discussion and any plans you've made for the future (Performance and Development template has space for this) • Do what you've planned to do in Step 4 • Ask 'How am I going': seek feedback from your team and manager on your own development • Provide feedback to your manager on any changes you have seen in their people leadership behaviour. |

VALUES IN PRACTICE: Respect

We take pride in our work. We value the contribution of others. We relate to clients in a fair, decent and professional manner.

Behavioural Indicators

| General behaviours | Foundation |  | | Accomplished | People Leadership (I lead, manage or supervise others) |
|--------------------|---|---|--|---|---|
| | I see myself as a member of the ACTPS. | I recognise how I contribute to the work of the ACTPS. | | I recognise how my role contributes to the ACT community. | I talk about how we contribute to the ACTPS and ACT. |
| | I do my job to the best of my ability. I accept feedback and take personal responsibility for my development. | I look for ways to do my job even better and make improvements. | | I make suggestions about how we can do our jobs even better. | I provide feedback in a constructive way and help the people I lead to develop their knowledge and skills. |
| | I recognise how others help me with my work (I acknowledge how they have helped and I say thank you). | I seek and value others' contributions and recognising the impact this has on their work. | | I look for ways to use others' expertise, ideas and skills. | I take the time to notice and acknowledge everyone's contributions and achievements in a way that they value. |
| | I am considerate and courteous to everyone I come into contact with at work. I adapt the way I communicate with different people. | I take responsibility for the impact I have on others. I treat others professionally and with sensitivity at all times even in challenging circumstances. | | I encourage others to interact in a courteous and professional way by being a good role model and providing feedback. | I am accessible to the people I lead and I take their issues and concerns seriously. |
| | I listen to others to understand their needs, expectations and point of view. | I value others' needs, expectations and points of view. | | I reflect others' needs, expectations and points of view in my work and decisions. I provide feedback on the outcome of their work. | I get to know the people I lead including their work style, strengths and development needs and personal circumstances that impact on work. |
| | I treat everyone equally. I work in a way that is consistent with the RED Framework. | I look for opportunities to use diversity to get the best outcome. | | I ensure our systems and processes support diversity and the principles of the RED Framework. | I help people to balance work and personal lives. I balance the needs of staff with the need to get things done. |

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| Role-specific behaviours | When providing services... | | | |
| | I listen to clients/customers so that I understand their needs. I am consistent in my interactions with customers. | I take into account how my work and our processes impacts on our clients/customers. | | I take the time to build positive relationships with clients/customers. |
| | When contributing to the development of ACTPS and ACT Government policies, directions and strategies... | | | |
| | I reflect the views of the ACT community when providing advice or recommendations contributing to the priorities/directions of the ACTPS. | I balance the views of the ACT community with the long term interests of the ACT when providing advice or recommendations. | | |
| | When working on programs or projects or managing contracts... | | | |
| | I require and assist organisations that we fund to apply respect in the way they do their work and deliver services. | I develop relationships with organisations that I work with that are professional and based on trust. | | |



The outcomes of these behaviours are:

- A positive work environment that is enjoyable, rewarding and productive.
- Members of the ACT community and our colleagues are satisfied with the way we interact with them.
- Strong and positive relationships with our colleagues, clients and customers.

VALUES IN PRACTICE: Integrity

We do what we say we'll do, and respond appropriately when the unexpected occurs. We take responsibility and accountability for our decisions and actions. We engage genuinely with the community managing resources entrusted to us honestly and responsibly.

Behavioural Indicators

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|---------------------------|--|--|--|---|
| Foundation | | Accomplished | | People Leadership (I lead, manage or supervise others) |
| General behaviours | I am reliable and consistent in what I do and how I do it. I understand my role and ask if I'm not sure. | I focus on outcomes and am aware of the impact and consequences of my actions and decisions. | I see myself as responsible for contributing to the outcomes of my team. | I ensure the people I lead understand their role including what they can and can't do. |
| | I don't make promises that I can't deliver on. | I communicate what can realistically be delivered or achieved and manage expectations of others. | I negotiate to agree outcomes that can be delivered and meet the other person's needs. | I ensure the people I lead have the resources and information they need to do their job. |
| | I ensure that my work is accurate and based on reliable information. I admit when I am not sure or make a mistake. | When something goes wrong I take a learning approach by thinking about what I could do differently next time. | I demonstrate courage by saying it as it is and raising difficult issues in a respectful way. | I support the people I lead when things don't go to plan and when they raise difficult issues. I explain the rationale for my decisions and actions. |
| | I adhere to the policies and guidelines that apply to me and my legal obligations. | I raise issues that may impact on our capacity to meet our legal obligations, policies or guidelines or perceptions of our ethics. | I ensure that processes and systems assist us to meet our legal obligations, policies or guidelines. | I ensure the people I lead understand their legal obligations, policies and guidelines and help them make decisions that are consistent with these. |
| | I don't express political views about my work. I raise any potential conflict between my personal interests and work with my supervisor. | I ensure my actions and decisions are based on fact and evidence and not personal or political views. | I balance being apolitical with being responsive to the ACT Government. | I demonstrate a high level of ethical behaviour and explain expectations in relation to appropriate behaviour. |
| | I know what information I can and can't communicate or access. I keep confidential information confidential. | I take steps to protect information that is confidential. | I develop protocols for using, storing and disclosing information. | I ensure systems and processes are in place to ensure we meet our accountabilities. I inform the people I lead of their responsibilities for using resources and provide opportunities for discussing how we can better use resources. |
| | I am open about things that may impact on my ability to do my job. | I raise issues early so that there are 'no surprises' for my colleagues or clients/customers. | I openly explain my actions and decisions to colleagues and clients/customers. | |

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| Role-specific behaviours | I use resources (financial, information, equipment, supplies and time) for the purpose they were intended. I take care not to waste resources. | I use resources efficiently and economically. | I look for opportunities to use resources more effectively. | I immediately respond to behaviour that is not consistent with our Values and Signature Behaviours, our Code of Conduct or other requirements in relation to behaviour. |
| | When providing services... | | | |
| | I ensure information I provide to clients/customers is accurate. | I communicate government policies, programs and services so that our clients/customers know how to access them and make decisions. | I provide opportunities for clients/customers to provide feedback on government policies, programs and services. | |
| | When contributing to the development of ACTPS and ACT Government policies, directions and strategies... | | | |
| | I provide advice that is based on evidence when making recommendations or contributing to the priorities/direction of the ACT. | I understand the broad directions/objectives of the ACT Government and take this into account when framing advice or recommendations. | I provide frank and fearless advice i.e. I am open about the possible consequences or risks when contributing to policy development or priority setting. | |
| | When working on programs or projects or managing contracts... | | | |
| I disclose and take steps to avoid any real or perceived conflict of interest with other organisations that we work with. | I ensure that my relationships with organisations I work with are professional and could not create any perception of bias or favouritism. | I ensure that our agreements with organisations that we fund to undertake our work or deliver services reflect their legal, performance ethical obligations. | | |



The outcomes of these behaviours are:

- Confidence in the ACTPS.
- Sound and ethical decisions.

VALUES IN PRACTICE: Collaboration

We work openly and share information to reach shared goals. We take on board other views when solving problems and welcome feedback on how we can do things better.

Behavioural Indicators

| General behaviours | Foundation | Accomplished | People Leadership (I lead, manage or supervise others) | |
|--------------------|---|--|---|---|
| | I share information willingly with my colleagues after first identifying that it appropriate to do so. | I think about what other people, within and outside of my team, need to know and keep them informed. | I facilitate information sharing, communication and co-operation. | I put in place processes to facilitate information sharing, communication and co-operation. |
| | I help others in my team. I actively participate in team activities and meetings. | I take on team roles that may be outside of my usual duties or role to contribute to our effectiveness. I work with others outside of my team to achieve outcomes. | I develop relationships and partnerships with others within and outside of the ACTPS to facilitate collaboration and achievement of common goals. | I build and maintain relationships with other teams and organisations. |
| | I ensure that I understand what the team is trying to achieve and that I am helping to achieve these goals. | I participate in the development of team goals. I contribute to the review of progress against team goals. | I establish processes for development and regular discussion/review of team goals. | I explain how the work of our team impacts on, and links with the work of others within and outside of the ACTPS. |
| | I understand how my work links with/impacts on the work of others in my team. I take the time to understand other roles in my team. | I take the time to understand the role of other teams. I understand the linkages between the work of my team and other teams. | I create linkages with other teams to facilitate information sharing and collaboration on work and projects. | I engage the people I lead in planning processes so that they understand and are able to contribute to team goals. |
| | I act on feedback and suggestions from others. I seek feedback within my team. | I seek feedback and suggestions from others within and outside of the team. | I create processes for collecting the views and suggestions from others within and outside of the team. | I look for opportunities for our team to work with other areas to share information and expertise to deliver better outcomes. |
| | I share my skills, experience and knowledge with others in my team to help them do their job. | I help to develop and nurture others in my team by sharing my skills, experience and knowledge. | I help to develop others outside of my team by sharing my skills, experience and knowledge. | I put in place processes to support coaching, mentoring and development. I involve the team in corporate activities. |

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| Role-specific behaviours | When providing services... | | | |
| | I identify what other areas can assist in meeting client/customer needs. | I work with other teams to provide a coordinated/integrated service. | I develop relationships with clients/customers that are based on co-operation and mutual responsibility. | |
| | When contributing to the development of ACTPS and ACT Government policies, directions and strategies... | | | |
| | I seek input from other areas that may be affected. | I work with other areas to develop a Whole-of-Government approach. | I work in partnership with the community to develop advice and recommendations. | |
| | When working on programs or projects or managing contracts... | | | |
| | I seek input from other areas that may be affected. | I work with other areas to learn from their experience and identify ways that we can help each other. | I develop strong relationships that are mutually beneficial. | |



The outcomes of these behaviours are:

- Better outcomes and services for the ACT Community.
- A One Service approach.
- An efficient and effective ACTPS.

VALUES IN PRACTICE: Innovation

We look for ways to continuously improve our services and skills. We are open to change and new ideas from all sources.

Behavioural Indicators

| General behaviours | Foundation |  | Accomplished | People Leadership (I lead, manage or supervise others) |
|--------------------|--|---|--|--|
| | I am open to feedback and suggestions about how I can do my job better. | I make suggestions for improvement in my team. I seek feedback and look for different approaches including best practice. | I put in place processes for seeking feedback and collecting ideas on how we can do things better. | <p>I create a culture of continuous improvement by putting in place mechanisms to collect feedback and evaluate outcomes.</p> <p>I empower people at all levels to solve problems and propose suggestions for improvement.</p> <p>I acknowledge and recognise innovation.</p> <p>I support the learning and development of the people I lead so that they can make improvements in the way they do their work and implement change.</p> <p>I support change by communicating the reasons and benefits of the change and engaging the people I lead in decisions about how to implement change.</p> <p>I assist the people I lead to take a risk management approach to their work.</p> |
| | I identify problems and areas for improvement. I participate in discussions about solutions and how we can do things better. | I develop and offer solutions to problems. I listen to all ideas and suggestions and respond in a positive way. | I help others develop their ideas by asking questions about how they would work. I consider all ideas and suggestions in a constructive way by analysing the benefits and risks. | |
| | I understand that part of my role is to implement change. | I identify opportunities for change and participate in planning for change. | I engage others when planning and implementing change. | |
| | I am aware of how I react to change. I participate in change processes in a positive way. | I am aware of how people react to change and assist others to manage their responses. | I put in place processes to assist people to understand their reactions to change and to participate in a positive way. | |
| | I identify risks and barriers that may impact on my role and seek advice on how to manage these. | I develop ways of managing risks and overcoming barriers. | I take a risk management approach when considering options and making decisions. I engage with risk in a constructive way and with a focus on outcomes. | |

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|---------------------------------|--|---|--|--|
| Role-specific behaviours | When providing services... | | | |
| | I am open to feedback from clients/customers and identify ways in which service delivery could be improved. | I identify and suggest innovative ways to deliver better service to our clients/customers. | I implement and evaluate innovative approaches to providing services. | |
| | When contributing to the development of ACTPS and ACT Government policies, directions and strategies... | | | |
| | I evaluate policies, directions and strategies and identify areas for improvement. | I identify best practice and innovative approaches when providing advice and recommendations. I take into account the risks and benefits. | I develop and propose innovative strategies and policies that will benefit the ACTPS and/or ACT community. | |
| | When working on programs or projects or managing contracts... | | | |
| | I evaluate programs, projects and contracts to identify areas for improvement. | I reflect innovative and best practice approaches in the design of programs and projects. | I encourage the organisations we work with to develop innovative approaches and implement continuous improvement strategies. | |



The outcomes of these behaviours are:

- Best practice and innovative services for the ACT Community.
- The ACTPS and ACT is well-positioned to adapt and respond to change.
- The ACTPS is an interesting and dynamic place to work.