



Code of Conduct

CONTENTS

PART 1

Our DNA 4

Ensure our personal and professional conduct
complies with this Code of Conduct 6

Guide to ethical decision making 7

Acknowledge our responsibility regarding
Service NSW resources and information 10

Act in accordance to this Code of Conduct
and report breaches 12

How to seek further information 13

PART 2

The GSE Act 14

Ethical framework for the government sector 14

Mandatory conduct 16

Behaviour contrary to the code 22

Good practice guides 24

PART 1

OUR DNA

The Code of Conduct supports the Service NSW DNA and is a cornerstone of our organisation.

It is designed to help you understand expectations and your obligations for your behaviour at Service NSW. It will also guide you in dealing with any ethical questions you may meet while delivering quality customer service. Our reputation at Service NSW depends on all of the decisions we make each day.

The Service NSW DNA

OUR VISION

To be the leader in transactional services for the NSW community.

OUR MISSION

To transform transactional services through excellent customer service and effective partnerships.

OUR SERVICE VALUE CHAIN



OUR STRATEGIC OUTCOMES



OUR VALUES

Passion

A great customer experience is our highest priority.

Accountability

We work to create value and take ownership for the customer experience end-to-end.

Teamwork

We work together for positive customer outcomes.

ENSURE OUR PERSONAL AND PROFESSIONAL CONDUCT COMPLIES WITH THIS CODE OF CONDUCT

What is expected of me?

In the performance of your duties, you are required to ensure that our customers are always your highest priority and that the delivery of an exceptional customer experience is fundamental to all aspects of your work within Service NSW, in compliance with this Code.

Comply with the Law and Service NSW Policies

You are responsible for your own conduct, and are expected to:

- Have respect for, and act and uphold the law and the system of government under which we carry out our duties of employment
- Ensure the proper use of official information and maintain customer privacy and colleague confidentiality at all times
- Act honestly, impartially and without discrimination
- Act ethically and professionally and maintain integrity
- Declare and take reasonable steps to avoid any conflict of interest, whether actual, potential or perceived
- Report through appropriate channels, any instance of suspected improper conduct
- Not solicit gifts of any kind
- While performing your normal work duties, not consume, or be under the influence of, alcohol or other drugs that will adversely affect your ability to do your job, to professionally represent Service NSW, or, that may pose a risk to yourself, your colleagues or members of the public.
- While driving a departmental vehicle, or where you have approval to use your own vehicle for Service NSW purposes, or, while supervising the driving of others as part of your normal work duties, you must not consume or be under the influence of alcohol or other drugs.
- Keep up to date with policies and procedures which are relevant to your position
- Not use offensive or obscene language.

Reference *Service NSW Gifts, Benefits and Hospitality Policy, Service NSW Motor Vehicle Policy and Conflict of Interest Procedure*

Managers have a responsibility to role model the Code of Conduct and ensure Service NSW employees are aware of the Code of Conduct, as well as the policies and procedures that apply to their roles. Managers also have a responsibility for ensuring that appropriate development and training is provided to allow employees to perform their duties.

Act ethically, honestly, and with integrity

You will promote ethical conduct by way of example in that you will:

- Treat your customers, your colleagues and other public officials with respect, courtesy, honesty and fairness, and have proper regard for their interests, rights, safety, health and welfare
- Ensure that your work habits, behaviour and personal and professional relationships in the workplace contribute to a harmonious and productive work environment
- Perform your work honestly, diligently and with commitment
- Make decisions within your delegated authority, in a fair and timely manner, giving due attention to relevant information, legislation and Service NSW policies and procedures
- Ensure that you are authorised to incur expenditure on behalf of Service NSW and adhere to relevant regulations and policy
- Base your decisions and actions on relevant facts that are documented with justifiable evidence to support the reasons on which they are based.

For more information refer to the *Good practice guides* on page 24.

GUIDE TO ETHICAL DECISION MAKING

To assist in fostering a climate of ethical awareness, conduct and decision making within Service NSW, you may find it useful to refer to the following guide when making decisions:

- Is the decision or conduct legal and consistent with current government policy?
- Is the decision of conduct consistent with Service NSW values and the Code of Conduct?
- What will be the outcome for my colleagues, Service NSW, other relevant parties and me?
- Can the decision or conduct be justified in terms of the public interest and would it withstand independent scrutiny?
- How would I perceive the situation if I were an independent public observer?
- Do the outcomes raise a conflict of interest or lead to private gain at public expense?

Avoid and disclose any real or perceived conflict of interest

You can have real, potential or perceived conflicts of interest in the performance of your duties.

It is your responsibility to identify any real, potential or perceived conflict of interest and ensure that the situation is properly managed, including disclosing it to your manager as soon as we become aware of the circumstances and advising your manager of any changes to that situation.

For more information refer to *Mandatory conduct* on page 16.

Reference *Service NSW Conflict of Interest Policy and Procedure*

Decline gifts, benefits or hospitality which affect, or may be seen to affect, impartiality

Consistent with our ethical and professional standards, you will not solicit, nor accept any money, gift, benefit, travel, services or hospitality in connection with your work. You should politely decline gifts, benefits or hospitality offered for any reason that may bring your integrity and impartiality, or that of Service NSW, into question.

Where offers of gifts, benefits or hospitality are made, you will disclose the details to your manager who, in consultation with Governance and Risk will determine an appropriate response.

Reference *Service NSW Gifts, Benefits and Hospitality Policy*

Disclose any secondary employment

Before engaging in secondary employment (including public, private or voluntary work), you must seek prior approval from your manager to avoid any real or perceived conflict of interest, or circumstances which may adversely affect or compromise the performance of your duties and responsibilities with Service NSW, or the reputation of Service NSW.

Reference *Government Sector Employment Regulation 2014 & Service NSW Conflict of Interest Procedure*

We treat everyone with respect, courtesy, and fairness

You will treat colleagues and our customers with dignity, respect and courtesy, and promote a workplace free from discriminating, harassing or bullying behaviour.

You will not discriminate against a person because of race, ethnic or national origin, gender, age, marital status, pregnancy, disability, sexual preference, political or religious beliefs or responsibilities as a carer.

Disclose any participation in political activities

You will ensure that any participation in political, community or personal activities does not conflict with your primary duty as an employee of Service NSW to perform your duties in a politically neutral manner. You should not make improper use of your position within Service NSW in any of these activities.

Reference *Service NSW Conflict of Interest Procedure*

Respect Service NSW's intellectual property rights over material it produces

Anything you develop, invent or create, either alone or in collaboration with others in the course of your employment or engagement with Service NSW, remains the intellectual property of Service NSW.

If you leave the services of Service NSW, you should respect Service NSW's intellectual property rights over its material



ACKNOWLEDGE OUR RESPONSIBILITY REGARDING SERVICE NSW RESOURCES AND INFORMATION

Ensure that Service NSW resources are used in a proper manner

You are expected to use our property, services and resources including work time appropriately, responsibly, effectively and economically, and for official business purposes only.

Appropriate and limited use of Service NSW's resources such as telephones, mobile phones, photocopiers, desktop and portable computers/tablets for personal purposes is acceptable.

Reference *Service NSW End User Security Policy; Service NSW Public Interest Disclosures Policy*

Respect the privacy of individuals and maintain appropriate confidentiality of information

You must apply the Privacy and Personal Information Protection Act 1998 and the Health Records and Information Privacy Act 2002 and the supporting principles for the collection, storage and usage of personal information and health information about customers and our colleagues. These principles are legal obligations with which you must comply. If you work with such information, you should familiarise yourself with the Information Protection Principles and the Health Privacy Principles.

You must also exercise caution and judgment in accessing and communicating personal, health and sensitive information to our customers, colleagues and other people. It is a crime to intentionally disclose another person's personal information or health information, outside the normal performance of your duties.

You must maintain confidentiality at all times and ensure confidential information, in any form (such as customer information or computer files) cannot be accessed by unauthorised people and that information you obtain in the course of performing your duties is only discussed with persons, either within or outside the office, who are authorised to have access to it.

You must be aware of the provisions in legislation, including secrecy and anti-disclosure provisions, which have an impact on the way we do business. A breach of these provisions may constitute a criminal offence. Therefore you must avoid using information:

- In ways which are inconsistent with your duty to act impartially
- Which could cause harm or discredit any person, organisation or Service NSW
- To gain an improper advantage for ourselves or anyone else.

Reference *Service NSW Privacy Management Plan, IPC Health Privacy Principles (HPPs), IPC Information Protection Principles (IPPs)*

Refrain from public comment on the work of Service NSW

Unauthorised public comment or release of information may compromise or adversely affect our reputation and undermine public confidence in Service NSW.

Any inquiries from the media or others, that may result in Service NSW making a public comment should be directed to the Service NSW spokesperson.

You will treat all information as confidential and will not release any information to the public without the proper authorisation.

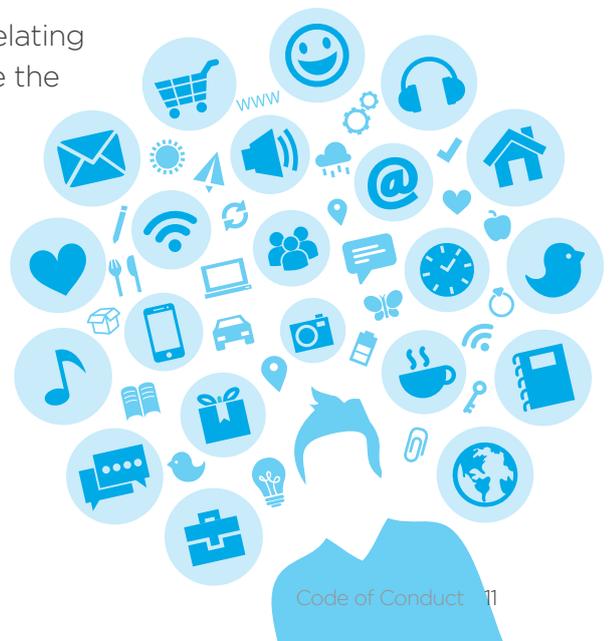
Use of social media

We encourage people to comment and/or share official Service NSW media or social media but remember that any comments made can reflect on Service NSW. You must ensure that any such sharing or comments protects our professional reputation and maintains customer and employee privacy, in line with our Media and Social Media Policy.

Examples of social media may include (but are not limited to) Facebook, Twitter, MySpace, blogs, video/photo sharing sites, online forums and discussion groups.

Employees should be mindful that laws relating to employment continue to apply outside the workplace and that any comment made on a social networking site that refers to Service NSW, a customer or colleague or any work related activities that are not already in the public domain may be in breach of Service NSW policy or legislation.

Reference *Service NSW Media and Social Media Policy; Service NSW Privacy Management Plan*



ACT IN ACCORDANCE WITH THIS CODE OF CONDUCT AND REPORT BREACHES

It is critical that as Service NSW representatives you practice the conduct you expect of others and not engage in misconduct, corrupt conduct, serious and substantial waste of public resources, or a breach of government information.

You also have a responsibility to report acts of dishonest, fraudulent, unlawful or unethical behaviour that may not only damage the reputation of Service NSW, but also that of our customers and colleagues.

We each have an obligation to, and are encouraged to report to management, any suspected corruption or unlawful conduct, maladministration or serious and substantial waste of public resources.

Within Service NSW you can report suspected instances to

- the Chief Executive Officer
- the Manager Governance and Risk
- the Executive Director People & Culture
- any Public Interest Disclosures Officer.

Alternatively, you can also report externally to

- the Independent Commission Against Corruption, for suspected corruption;
- the Ombudsman, for suspected maladministration, and
- the Auditor General for suspected serious and substantial waste.

A person who makes a voluntary report in accordance with *Service NSW's internal reporting procedure* will be protected under the *Public Interest Disclosures (PID) Act 1994*, which makes it a criminal offence for anyone to take detrimental action in reprisal against a person who makes a protected disclosure.

Service NSW is committed to ensuring that employees are not victimised as a result of reporting alleged corrupt conduct, maladministration or substantial wastage.

Reference *Service NSW Fraud and Corruption Policy; Service NSW Fraud and Corruption Control Statement; Service NSW Public Interest Disclosures Policy*

The *Government Sector Employment Act 2013*, *Government Sector Employment Regulation 2014* and *Government Sector Employment Rules 2014* requires you to notify the Chief Executive Officer of circumstances where you may have:

- Been charged with an offence with a possible penalty of imprisonment for 12 months or more (Reg 9)
- Been convicted of a criminal offence (Reg 9)
- Become bankrupt (Reg 10).

Breaches of the Code of Conduct

By accepting employment with Service NSW, you have agreed to abide by this Code of Conduct.

If you fail to comply with this Code of Conduct or any other lawful directive, you will be required to explain your actions. If your conduct is contrary to the requirements of the Code of Conduct and does not involve an honest mistake, a range of management options or remedies will be investigated. This may result in action being taken against you including dismissal from Service NSW.

For more information, refer to Behaviour that is contrary to the Code on page 22.

HOW TO SEEK FURTHER INFORMATION

Not all possible situations can be identified or addressed in this Code of Conduct.

If after reading our Code of Conduct you are still unsure about any work-related ethical issue, you can always seek help from your manager, or a member of the People & Culture Team or the Manager Governance and Risk.

Service NSW is committed to fostering a secure and open work environment in which all employees can be confident in seeking advice about any questions.

Wherever a question or inquiry is raised, it will be treated sensitively and confidentially.

PART 2

The Government Sector Employment Act

Part 2 of the Government Sector Employment Act establishes the Ethical Framework for the government sector.

The objective, core values and principles of the Ethical Framework are to be demonstrated in the conduct of all government sector employees and heads of government sector agencies.

Ethical framework for the government sector

Objective

Recognise the role of the government sector in preserving the public interest, defending public value and adding professional quality and value to the commitments of the Government of the day.

Establish an ethical framework for a merit-based, apolitical and professional government sector that implements the decisions of the Government of the day.

Core values

The core values for the government sector and the principles that guide their implementation are:

Integrity

- Consider people equally without prejudice or favour
- Act professionally with honesty, consistency and impartiality
- Take responsibility for situations, showing leadership and courage
- Place the public interest over personal interest.

Trust

- Appreciate difference and welcome learning from others
- Build relationships based on mutual respect
- Uphold the law, institutions of government and democratic principles
- Communicate intentions clearly and invite teamwork and collaboration
- Provide apolitical and non-partisan advice.

Service

- Provide services fairly with a focus on customer needs
- Be flexible, innovative and reliable in service delivery
- Engage with the not-for-profit and business sectors to develop and implement service solutions
- Focus on quality while maximising service delivery.

Accountability

- Recruit and promote employees on merit
- Take responsibility for decisions and actions
- Provide transparency to enable public scrutiny
- Observe standards for safety
- Be fiscally responsible and focus on efficient, effective and prudent use of resources.

General provisions

The Public Service Commissioner has the function of promoting and maintaining the government sector core values.

There is no hierarchy among the core values and each is of equal importance.

Nothing in the Ethical Framework gives rise to, or can be taken into account in, any civil cause of action.

This Part of the Code sets out the mandatory provisions of the Code that apply to all government sector employees and heads of government sector agencies.

MANDATORY CONDUCT

All government sector employees have responsibilities to:

- Demonstrate high levels of personal conduct consistent with the Ethical Framework
- Seek assistance when unsure about how to implement the Ethical Framework
- Promote the implementation of the Ethical Framework to their colleagues
- Report possible breaches of the Ethical Framework to relevant officers.

All managers and executives have the responsibilities of government sector employees (above), and in addition have responsibilities to:

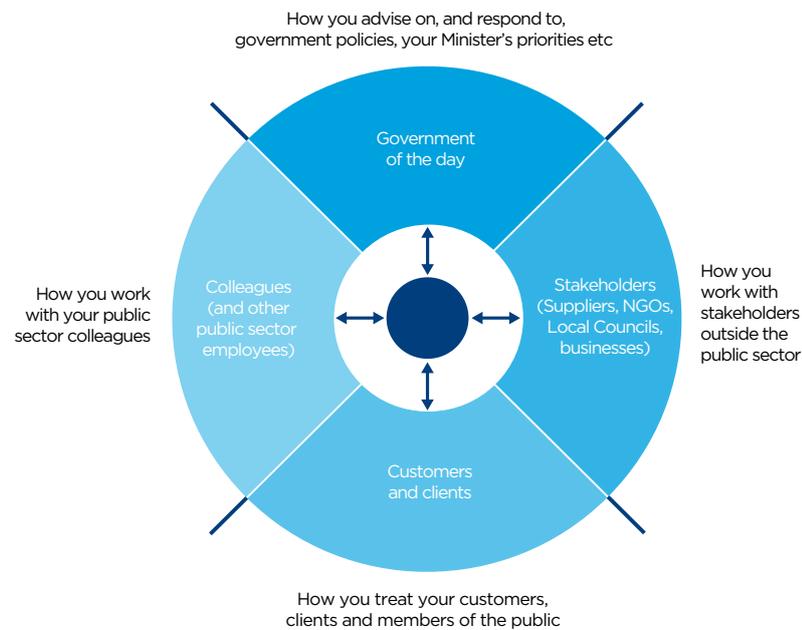
- Lead and promote implementation of the Ethical Framework in their workplace
- Ensure their workplace culture, practices and systems (including recruitment and promotion) operate consistently with the Ethical Framework
- Recognise and promote employee and team conduct that exemplifies the Ethical Framework
- Act promptly and with due process to prevent and address any breaches of the Ethical Framework
- In the case of a senior executive (including an acting senior executive), declare in writing private interests that have the potential to influence, or could be perceived to influence, decisions made or advice given by the senior executive
- Ensure that any real or perceived conflicts of interests are avoided or effectively managed.

Department Secretaries and heads of agencies have the responsibilities of executives (above), and in addition have responsibilities to:

- Lead and promote implementation of the Ethical Framework in their agency
- Ensure the general conduct and management of the functions and activities of their Department or agency are in accordance with the core values of the Ethical Framework
- Oversee the implementation of the Ethical Framework and make improvements where necessary.

When is the Ethical Framework to be applied?

The Ethical Framework is to be applied at all times in working relations with colleagues, clients and customers, stakeholders and the government of the day. These working relations are depicted in the diagram below:



How do I act in the public interest?

You should treat all people with whom you have contact in the course of your work:

- Equally without prejudice or favour
- With honesty, consistency and impartiality

You should also, in the course of your work:

- Place the public interest over your personal interest
- Uphold the law, institutions of government and democratic principle
- Provide apolitical and non-partisan advice
- Provide transparency to enable public scrutiny
- Be fiscally responsible and focus on efficient, effective and prudent use of resources.

Acting in the public interest requires leadership, courage and innovation to develop practical recommendations and actions that are consistent with the core values and will help the Government of the day achieve its objectives. Acting in ways that are expedient or convenient, but which do not promote the integrity, trust, service and accountability of the public sector, is not in the public interest.

How do I manage conflicts of interests?

Sometimes you may find that your private interests make it difficult for you to perform your duties impartially in the public interest. This may happen when there is a direct conflict between your current duties and responsibilities and your private interests (an 'actual' conflict of interests); when a person could reasonably perceive that your private interests are likely to improperly influence the performance of your official duties, whether or not this is in fact the case (a 'reasonably perceived' conflict of interests); or when you have a private interest that could conflict with your official duties in the future (a 'potential' conflict of interests). Actions you should take include:

- Always disclose actual, potential or reasonably perceived conflicts of interests to your manager as soon as you become aware of the conflict
- Where a conflict of interests occurs it should always be resolved in favour of the public interest, rather than your own.

To resolve any conflicts of interests that occur, or could occur, a range of options is available depending on the significance of the conflict. These options include, but are not limited to: (i)

- Informing likely affected persons that a disclosure has been made, giving details and the agency's view that there is no actual conflict or the potential for conflict is minimal
- Appointing further persons to a panel/committee/ team to minimise the actual or perceived influence or involvement of the person with the actual or reasonably perceived conflict
- Where the persons likely to be concerned about a potential, actual or reasonably perceived conflict are identifiable, seeking their views as to whether they object to the person having any, or any further, involvement in the matter
- Restricting the access of the person to relevant information that is sensitive, confidential or secret
- Directing the person to behave at all times in ways that are consistent with their agency's responsibilities and functions
- Removing the person from duties or from responsibility to make decisions in relation to which the 'conflict' arises and reallocating those duties to another employee (who is not supervised by the person with the 'conflict')
- Persons with a 'conflict' who are members of boards or committees absenting themselves from or not taking part in any debate or voting on the issue

(i) For further detail on how to manage actual, potential or reasonable perceived conflicts of interest, see the below link on Conflicts of Interest <http://intranet.service.nsw.gov.au/conflicts-interest>

As a senior executive, how do I declare private interests?

A senior executive (including an acting senior executive) must make a written declaration of private financial, business, personal or other interests or relationships that have the potential to influence, or could be perceived to influence, decisions made or advice given by the senior executive.

Where a senior executive has no such private interests to declare, s/he must declare a “nil return”.

After a senior executive makes an initial declaration, a fresh declaration must be made:

- As soon as practicable, following any relevant change in the senior executive’s private interests
- As soon as practicable, following the senior executive’s assignment to a new role or responsibility
- At least annually.

A template form for making a private interests declaration is included in Section 4.4 of *Behaving Ethically: A guide for NSW Government Sector employees*. The form may be used as is, or augmented by a department/agency to reflect the operating environment and/or business risks which are specific to the department/agency.

A senior executive must provide their declaration to:

- In a department, the Secretary
- In an executive agency related to a department, the agency head
- In a separate Public Service agency, the agency head
- In the Teaching Service, NSW Police Force, Transport Service of NSW and any other service of the Crown, the head of the service.

A Department Secretary must provide their declaration to the Secretary of the Department of Premier and Cabinet.

The Secretary of the Department of Premier and Cabinet must provide their declaration to the Public Service Commissioner.

A head of an executive agency related to a department must provide their declaration to the Department Secretary.

A head of a transport-related service must provide their declaration to the Secretary of the Department of Transport.

A head of any other service of the Crown must provide their declaration to the Secretary of the Department of Premier and Cabinet.

A person to whom a declaration is to be provided is responsible for ensuring:

- Senior executives complete declarations
- Handling and storage of declarations complies with the requirements of the Privacy and Personal Information Protection Act 1998.

How do I treat colleagues, customers, clients and stakeholders?

All government sector employees are to treat their colleagues, customers, clients and stakeholders in their agency and in other agencies, and the government of the day by:

- Considering people equally without prejudice or favour
- Acting professionally with honesty, consistency and impartiality
- Taking responsibility for situations, showing leadership and courage
- Placing the public interest over personal interest
- Appreciating difference and welcoming learning from others
- Building relationships based on mutual respect
- Upholding the law, institutions of government and democratic principles
- Communicating intentions clearly and inviting teamwork and collaboration
- Providing apolitical and non-partisan advice
- Providing services fairly with a focus on customer needs
- Being flexible, innovative and reliable in service delivery
- Engaging with the not-for-profit and business sectors to develop and implement service solutions
- Focusing on quality while maximising service delivery
- Recruiting and promoting employees on merit
- Taking responsibility for decisions and actions
- Providing transparency to enable public scrutiny
- Observing standards for safety
- Being fiscally responsible and focus on efficient, effective and prudent use of resources.

How should I interact with lobbyists?

All government sector employees and heads of government sector agencies must comply with Premier's Memorandum M2014-13- NSW Lobbyists Code of Conduct published on the Department of Premier and Cabinet's website, as amended from time to time.

How do I use public resources appropriately?

You must use public resources in an efficient, effective and prudent way. Never use public resources – money, property, equipment or consumables – for your personal benefit, or for an unauthorised purpose.

If you are responsible for receiving, spending or accounting for money, ensure you know, understand and comply with the requirements of the Public Finance and Audit Act 1983, the Public Works and Procurement Act 1912 and the Government Advertising Act 2011.

BEHAVIOUR CONTRARY TO THE CODE

The effect of behaviour that is contrary to the Code

Behaviour contrary to this Code and to the Ethical Framework for the government sector can bring individual employees into disrepute, undermine productive working relationships in the workplace, hinder customer service delivery, and damage public trust in your agency or the broader government sector.

If you are unsure of what is appropriate conduct under any particular circumstances, discuss the matter with your supervisor, manager or the relevant member of your agency's executive. Heads of government sector agencies may also contact the Public Service Commissioner.

If you see behaviour contrary to this Code

If you see someone act in ways that are contrary to this Code, you should in the first instance discuss that person's behaviour with your immediate supervisor or manager, or report your concerns to any member of the agency's executive.

If you believe certain conduct is not just unethical, but may also be corrupt, a serious and substantial waste of government resources, maladministration or a breach of government information and privacy rights, then report your concerns to your agency's Public Interest Disclosures Coordinator or Disclosures Officer, the head of your agency or the relevant investigating authority (such as the Ombudsman, Independent Commission Against Corruption or the Auditor-General). Under the Public Interest Disclosures Act 1994, it is both a criminal offence and misconduct to take reprisals against an employee who makes a public interest disclosure.

Actions when allegations are made

If it is alleged that you have acted in a way that is contrary to this Code, you will have an opportunity to provide your version of events. How this will happen will be proportionate to the seriousness of the matter.

In those cases where the allegation is minor or of a low level, your manager will usually discuss this matter directly with you. If the allegations are more serious, a formal process may be required.

If you are investigating an allegation of a behaviour that is contrary to this Code, you must ensure your decision-making is fair and reasonable by acting consistently with four principles: (i)

- Procedural fairness for both the complainant and staff member
- Investigations should be handled expeditiously.
- This will minimise the potential for breaches of confidentiality and lack of procedural fairness
- Confidentiality for all parties, where practicable and appropriate, until such time as the investigation process is completed
- Meticulous recordkeeping, including recording of reasons for all significant decisions.

For employees of Public Service agencies, the GSE Act and GSE Rules set out how allegations of misconduct are to be dealt with.

Government sector agencies that are not part of the Public Service (the Teaching Service, Police Force, Health Service, Transport Service and other services of the Crown) are not bound by the misconduct provisions in the GSE Act and GSE Rules unless so prescribed. Non-Public Service agencies have their own legislative and/or policy requirements for dealing with allegations of misconduct.

For employees in the Public Service, Part 8 of the GSE Rules sets out the procedural requirements for dealing with allegations of misconduct, which include requirements that you be advised of the detail of the allegation; the process to be undertaken to investigate and resolve the matter; and that you be provided an opportunity to respond to the allegations

For employees in the Public Service, the GSE Act sets out the actions that a Public Service agency head may take where there is a finding of misconduct against an employee. These actions are as follows:

- Terminate the employment of the employee (without giving the employee an opportunity to resign)
- Terminate the employment of the employee (after giving the employee an opportunity to resign)
- Impose a fine on the employee (which may be deducted from the remuneration payable to the employee)
- Reduce the remuneration payable to the employee
- Reduce the classification or grade of the employee
- Assign the employee to a different role
- Caution or reprimand the employee.

GOOD PRACTICE GUIDES

The following good practice guides are provided for use by all government sector employees



DECIDING AND ACTING ETHICALLY

To make the best-available decision:

Scope the problem

Clarify the scope of the problem, and consider carefully how the problem affects (or may affect in the future) work colleagues; clients and customers; stakeholders; and the government of the day. Wherever possible, consult affected people and communities.

Develop options

Develop a mix of options that address these questions:

- » Duties: What are your responsibilities as defined by the law, Government policies, agency procedures, and your role description? Is it legal? Is it consistent with the principles & policies of the agency and the NSW government sector?
- » Results: Which options will yield the greatest benefit (or least harm) to the most people, and minimise the number of people who might be disadvantaged – in the short and longer term? What will the consequences be for my colleagues, the agency and yourself? What will the consequences be for other parties?
- » Justice: Which options support due process, transparency, fair compensation for any loss, and fair treatment of those affected by any decision?
- » Rights: Which options support the legal rights of citizens?
- » Public interest: Which options best advance the public interest, without regard to your own reputation, career, personal views or potential for personal gain or loss?
- » Resources: What is the likely impact on government finances, workforce, infrastructure and other assets?
- » Innovation: Can the issue be addressed in new ways (such as the redesign of services, reengineering of work practices, or a new model of service delivery)?

Evaluate and decide

Choose the option that best addresses the above issues and is in the public interest, supports integrity, builds trust, delivers better services and ensures accountability. To establish if your actions are consistent with the Ethical Framework consider your answers to the following questions:

- » Integrity: Would your colleagues say you had considered the views of all interested parties and acted in the right way, even if it was at your personal cost?
- » Trust: Would your action, if it became public, build confidence in the public sector?
- » Service: Would your clients and customers say your actions improved the quality of the services they receive?
- » Accountability: Would the head of your agency say your actions are consistent with the Ethical Framework and the law?

Implement

Implement the decision in ways that are consistent with the objectives, values and principles of the Ethical Framework.

Review and identify opportunities for continuous improvement.



ENCOURAGING ETHICAL BEHAVIOR BY OTHER EMPLOYEES

Ways to support the ethical behaviour of other employees include:

Personal

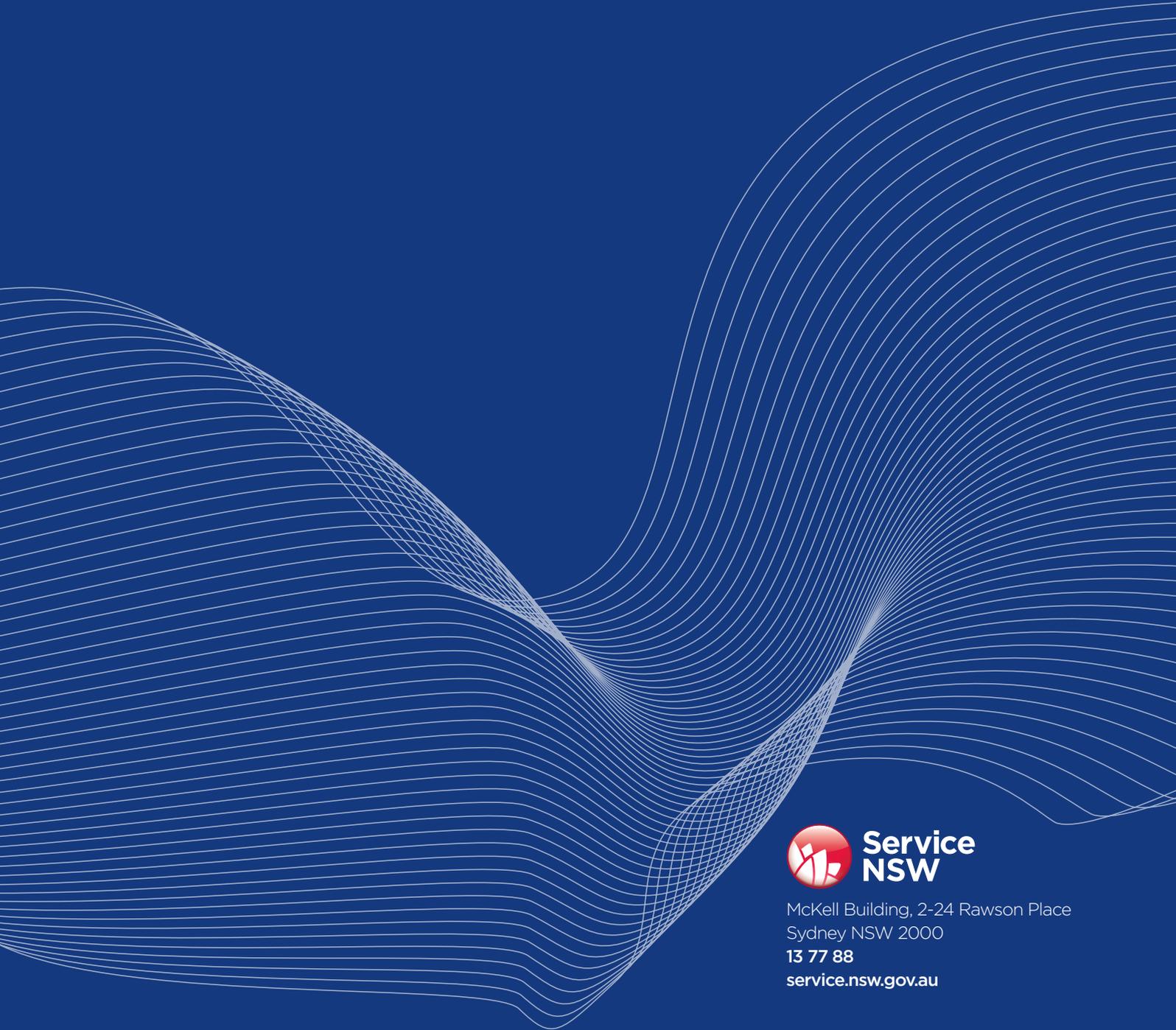
Encourage your colleagues to act ethically by making ethical decisions and acting ethically yourself.

Interpersonal

Encourage all employees to openly discuss ways to better implement the Ethical Framework in their individual actions, your team's practices and in your services to clients and customers.

Organisational

Ensure the leadership, culture, governance, management and work practices, individual employee behaviour and customer services of your workplace are consistent with the Ethical Framework.



**Service
NSW**

McKell Building, 2-24 Rawson Place
Sydney NSW 2000

13 77 88

service.nsw.gov.au