

Ethics Framework	Suggested strategies for agencies to follow at each stage		What the OPSSC is doing and can do to assist agencies at each stage
	To meet minimum requirements:1	Ideas for better practice:2	
<p><b>1. Refine the ethics system</b> →</p> <p>Every agency has an ethics system in place, whether they realise it or not. This may simply comprise a Code of Conduct and internal policies, or could incorporate more complex initiatives such as an Ethics Committee.</p>	<ul style="list-style-type: none"> <li>Develop an agency Code of Conduct – that is congruent with Code of Ethics</li> <li>Establish policies and procedures that support and establish personal responsibility for ethical conduct</li> <li>Develop mechanisms for monitoring/auditing ethical compliance</li> <li>Develop a methodology for recognising and dealing with ethical and non-ethical behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Establish an in-house Ethics Committee that may include senior integrity officer, HR, management and staff representatives from various levels of the agency</li> <li>Develop a methodology for recognising exceptionally ethical behaviour</li> <li>Identify and utilise informal ways of reinforcing ethical behaviour</li> <li>Review current Code of Conduct to ensure it reflects the Conduct Guide</li> </ul>	<p>←</p> <ul style="list-style-type: none"> <li>OPSSC’s Strategic and Operational Plans – direction via a clear, central vision</li> <li>Code of Ethics established</li> <li>Revitalising Your Code of Conduct</li> <li>Conduct Guide and Supporting Information</li> <li>Conduct Guide for Government Boards and Committees and Supporting Information</li> <li>ICG - Conflict of Interest Guidelines</li> <li>Guidance as to what comprises a PID, misconduct and unethical conduct</li> </ul>
<p><b>2. Integrate the system</b> →</p> <p>It is essential to integrate ethics into existing organisational systems and plans in order to ensure that agency values and ethics are espoused by staff and to assure support for the system.</p>	<ul style="list-style-type: none"> <li>Include information regarding ethical codes as part of the induction process</li> <li>Ensure that employees are aware of their responsibilities with respect to ethical conduct</li> <li>Form clear links between ethics and other systems (eg. links to strategic plan, values statement and code of conduct)</li> </ul>	<ul style="list-style-type: none"> <li>Develop agency guides to support ethical conduct</li> <li>Brief new staff on common ethical issues</li> <li>Establish and implement agency-specific training with respect to ethical conduct</li> <li>Assess commitment to ethical behaviour when recruiting</li> <li>Assess ethical conduct as part of performance management</li> </ul>	<p>←</p> <ul style="list-style-type: none"> <li>Standardised ethics awareness-raising program for agencies</li> <li>Work with agency to tailor / develop specific awareness raising</li> <li>Facilitate awareness sessions for HR and line-managers</li> </ul>
<p><b>3. Build and sustain commitment</b> →</p> <p>Senior management must be seen to be walking the ethics talk, and information about ethical conduct should be easy to understand, well-communicated and readily accessible to all staff.</p>	<ul style="list-style-type: none"> <li>Clear direction and support from senior management (ie. leaders “walk the talk”)</li> <li>Make information such as ethical conduct readily accessible and easy to understand</li> </ul>	<ul style="list-style-type: none"> <li>Regular discussion/debate regarding ethical issues, business relationships at staff meetings</li> <li>Ensure staff and managers really understand how (un)ethical behaviour can impact the agency</li> <li>Include “good news” ethics stories in agency newsletters to staff</li> </ul>	<p>←</p> <ul style="list-style-type: none"> <li>Coordination of Senior Integrity Officers Forum through the Integrity Co-ordinating Group</li> <li>Useful links to other information via the OPSSC website</li> </ul>
<p><b>4. Act on ethical and non-ethical behaviour</b> →</p> <p>Unethical conduct must be dealt with swiftly and appropriately or agencies run the risk of encouraging the perception that particular unethical behaviours are condoned. Likewise, exceptionally ethical behaviour needs to be recognised, whilst accepting that every staff member has an obligation to act ethically in their role.</p>	<ul style="list-style-type: none"> <li>Ensure that mechanisms for dealing with unethical behaviour operate swiftly, sensitively and appropriately</li> <li>Support managers in managing their staff and ethical issues within their areas of responsibility</li> <li>Provide support for employees in their roles through counselling, coaching and performance management</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement mechanisms for reporting unethical conduct</li> <li>Formally train managers to recognise unethical behaviour and reward exceptionally ethical behaviour</li> <li>Train managers to assess/identify risks to ethical behaviour in the workplace</li> </ul>	<p>←</p> <ul style="list-style-type: none"> <li>The OPSSC Answers Your Questions</li> <li>Strategies for recognising exceptional ethical behaviour</li> <li>Taking Action on Integrity Issues - brochure</li> </ul>
<p><b>5. Monitor and evaluate the system</b> →</p> <p>The ethics system itself needs review and revision to ensure that it is achieving its outcomes and to keep it relevant to changes in the work climate and culture.</p>	<ul style="list-style-type: none"> <li>Utilise internal ethical audit tools to measure ethical climate regularly</li> <li>Use feedback to continuously improve code of conduct policies for relevance</li> </ul>	<ul style="list-style-type: none"> <li>Assess existing, and create new, approaches to supporting ethical decision-making and conduct</li> <li>Establish and use ethics-related performance indicators organisational and individuals (eg. incorporated in CEO performance agreements)</li> <li>Use annual strategic planning days to also review code of conduct and values statement</li> </ul>	<p>←</p> <ul style="list-style-type: none"> <li>Report on agency survey results</li> <li>Report on Climate Survey</li> <li>Reports further to scheduled agency reviews</li> <li>Parliamentary Series reports</li> </ul>

<sup>1</sup> With reference to the *Public Sector Management Act 1994* and Regulations

<sup>2</sup> May be more or less relevant – dependant on factors including agency size, complexity and organisational culture

Actions of OPSSC

Actions of Public Sector Agencies

