

APS VALUES

EXTRACT FROM PUBLIC SERVICE COMMISSIONER'S DIRECTIONS 1999-CHAPTER 2



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FOREWORD

The APS Values are set out in subsection 10(1) of the *Public Service Act 1999* (PS Act). The Public Service Commissioner's Directions 1999 (the Directions) about the APS Values, are issued under section 11 of the PS Act for the purpose of:

- (a) ensuring that the APS incorporates and upholds the APS Values and
- (b) determining where necessary the scope or application of the APS Values.

Chapter 2 of the Directions, which provides directions for Agency Heads and APS employees on each of the APS Values, is reproduced in this booklet. It should be read in conjunction with Chapter 3, Diversity in employment, and Chapter 4, Merit in employment, which are available on the APS Commission's website at www.apsc.gov.au. This publication sets out Chapter 2 at the date of publication. Any amendments made from time to time will be notified on the APS Commission's website.

PUBLIC SERVICE COMMISSIONER'S DIRECTIONS 1999:
CHAPTER 2—APS VALUES



PUBLIC SERVICE COMMISSIONER'S DIRECTIONS 1999: CHAPTER 2—APS VALUES

INFORMATION ABOUT THE APS VALUES

The APS Values are set out in subsection 10(1) of the Act.

The Act requires Agency Heads to uphold and promote the APS Values (Act, s. 12), and requires APS employees to behave at all times in a way that upholds the APS Values (Act, subs 13(11)).

The APS Values, and these Directions, describe standards and outcomes that can be supported in the same ways by all Agency Heads and APS employees.

The Values and Directions also relate to specific tasks, including:

- making employment decisions
- providing advice
- managing workplace relations
- administering a performance management system.

In these cases, it is likely that the APS Values will have to be upheld in different ways in different Agencies, and in ways that reflect the different levels of involvement that people have in the tasks. However, it is still possible for people who are not directly engaged on a task to uphold the Values to which the task relates.

These Directions have been prepared in the expectation that they will be read and applied in this spirit. As a minimum, it is expected that all Agency Heads and APS employees will:

- support the work of people who may be directly engaged on a task contemplated by the Values; and
- participate in the results of the task in the way intended by the people engaged in it.

2.1 PURPOSE OF CHAPTER 2

The purpose of this Chapter is:

- (a) to ensure that Agency Heads and APS employees understand their responsibilities in relation to the APS Values; and
- (b) to set out the minimum requirements that an Agency Head must meet in upholding and promoting the APS Values and the minimum requirements that an APS employee must meet in upholding the APS Values.

2.2 THE APS IS APOLITICAL, PERFORMING ITS FUNCTIONS IN AN IMPARTIAL AND PROFESSIONAL MANNER (ACT s. 10(1)(a))

- (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; and
 - (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; and
 - (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.

2.3 THE APS IS A PUBLIC SERVICE IN WHICH EMPLOYMENT DECISIONS ARE BASED ON MERIT (ACT s. 10(1)(b))

- (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; and
 - (ii) the selection process is transparent and applied fairly in relation to each eligible applicant; and
 - (iii) the matters mentioned in s. 10(2) of the Act are taken into account; and
 - (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 In addition to the requirements set out in subcl (1), an Agency Head must also comply with the requirements set out in Ch 3 (which relates to diversity in employment), Ch 4 (which relates to merit in employment) and Ch 6 (which relates to SES employment).

- (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; and
 - (ii) the selection process is transparent and applied fairly in relation to each eligible applicant; and
 - (iii) the matters mentioned in subsection 10(2) of the Act are taken into account; and
 - (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 In addition to the requirements set out in subcl (2), an APS employee must also comply with the requirements set out in Ch 3 (which relates to diversity in employment), Ch 4 (which relates to merit in employment) and Ch 6 (which relates to SES employment).

2.4 THE APS PROVIDES A WORKPLACE THAT IS FREE FROM DISCRIMINATION AND RECOGNISES AND UTILISES THE DIVERSITY OF THE AUSTRALIAN COMMUNITY IT SERVES (ACT s. 10(1)(c))

- (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; and

Note See, 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*.
 - (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; and
 - (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; and
 - (d) APS employees are helped to balance their work, family and other caring responsibilities effectively.

Note In addition to the requirements set out in subcl (1), an Agency Head must also comply with the requirements set out in Ch 3 (which relates to diversity in employment) and Ch 4 (which relates to merit in employment).
- (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; and

Note See, 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*.
 - (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; and

- (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; and
- (d) APS employees are helped to balance their work, family and other caring responsibilities effectively.

Note In addition to the requirements set out in subcl (2), an APS employee must also comply with the requirements set out in Ch 3 (which relates to diversity in employment) and Ch 4 (which relates to merit in employment).

2.5 THE APS HAS THE HIGHEST ETHICAL STANDARDS (ACT s. 10(1)(d))

Note In addition to upholding and, if appropriate, promoting the APS Value mentioned in para 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 s. 13 and 14 of the Act.

- (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; and
 - (ii) any other conduct requirement prescribed for the purposes of subsection 13(13) of the Act; and
 - (iii) any Agency-specific conduct requirement authorised by the Agency Head; and
 - (iv) the consequences of breaching the Code of Conduct or any other conduct requirement; and
 - (v) the procedures for dealing with a breach of the Code of Conduct or any other conduct requirement; and
 - (b) managers are aware of the importance of modelling and promoting the highest standard of ethical behaviour; and
 - (c) procedures are in place for dealing with whistleblowing disclosures; and
 - (d) APS employees are aware of the procedures for dealing with whistleblowing disclosures, and are encouraged to make such disclosures in appropriate circumstances; and

Note See the Public Service Regulations 1999 in relation to the procedures for dealing with whistleblowing disclosures.

 - (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; and
 - (b) support the Agency Head in meeting the requirements mentioned in subclause (1).

2.6 THE APS IS OPENLY ACCOUNTABLE FOR ITS ACTIONS, WITHIN THE FRAMEWORK OF MINISTERIAL RESPONSIBILITY TO THE GOVERNMENT, THE PARLIAMENT AND THE AUSTRALIAN PUBLIC (ACT s. 10(1)(e))

- (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; and
 - (b) meets individual and Agency statutory and reporting obligations; and
 - (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; and
 - (b) meets individual and Agency statutory and reporting obligations; and
 - (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.

2.7 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 (ACT s. 10(1)(f))

- (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; and
 - (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; and
 - (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; and
 - (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 operates; and
 - (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.

2.8 THE APS DELIVERS SERVICES FAIRLY, EFFECTIVELY, IMPARTIALLY AND COURTEOUSLY TO THE AUSTRALIAN PUBLIC AND IS SENSITIVE TO THE DIVERSITY OF THE AUSTRALIAN PUBLIC (ACT s. 10(1)(g))

- (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; and
 - (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; and
 - (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; and
 - (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; and
 - (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.

2.9 THE APS HAS LEADERSHIP OF THE HIGHEST QUALITY (ACT s. 10(1)(h))

- (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; and
 - (b) be aware of, communicate, and take appropriate account of, whole of Government issues and concerns in developing and administering Agency policies and programs; and
 - (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; and
 - (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.

Note In addition to the requirements set out in subcl (1), an Agency Head must also comply with the requirements set out in Ch 6 (which relates to SES employment).

- (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; and
 - (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 In addition to the requirements set out in subcl (2), an APS employee must also comply with the requirements set out in Ch 6 (which relates to SES employment).

2.10 THE APS ESTABLISHES WORKPLACE RELATIONS THAT VALUE COMMUNICATION, CONSULTATION, CO-OPERATION AND INPUT FROM EMPLOYEES ON MATTERS THAT AFFECT THEIR WORKPLACE (ACT s. 10(1)(i))

- (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; and
 - (b) APS employees have appropriate opportunities to contribute their views on issues affecting their workplace; and
 - (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; and
 - (b) respect the decision-making responsibilities of management in the Agency.

2.11 THE APS PROVIDES A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE (ACT s. 10(1)(j))

- (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; and
 - (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; and
 - (b) the Agency complies with Commonwealth occupational, health and safety legislation.

2.12 THE APS FOCUSES ON ACHIEVING RESULTS AND MANAGING PERFORMANCE (ACT s. 10(1)(k))

- (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 or any other authority to which the Agency is accountable; and
 - (b) the Agency has at all times a culture of achievement, planning time and priorities to deliver on intended results; and
 - (c) the Agency's reporting arrangements provide an account of the effectiveness of the Agency's outputs during the reporting period; and
 - (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; and
 - (e) the Agency establishes a fair and open performance management system that:
 - (i) covers all APS employees; and
 - (ii) guides salary movement and is linked to Agency organisational and business goals and the maintenance of the APS Values; and
 - (iii) provides each APS employee with a clear statement of performance expectations and an opportunity to comment on those expectations; and
 - (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; and
 - (ii) the Agency has at all times a culture of achievement, planning time and priorities to deliver on intended results; and
 - (iii) the Agency's reporting arrangements provide an account of the effectiveness of the Agency's outputs during the reporting period; and
 - (iv) the Agency is able to demonstrate that it has directed its resource priorities toward the achievement of the outcomes expected by the Government; and
 - (b) facilitate a fair and open performance management system in the Agency that:
 - (i) covers all APS employees; and
 - (ii) guides salary movement and is linked to Agency organisational and business goals and the maintenance of the APS Values; and
 - (iii) provides each APS employee with a clear statement of performance expectations and an opportunity to comment on those expectations; and

- (c) participate in the Agency's performance management system in accordance with the objectives mentioned in paragraph (b).

2.13 THE APS PROMOTES EQUITY IN EMPLOYMENT (ACTs. 10(1)(l))

- (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; and
 - (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*; or
 - (ii) gender; or
 - (iii) race or ethnicity; or
 - (iv) physical or mental disability.

Note In addition to the requirements set out in subcl (1), an Agency Head must also comply with the requirements set out in Ch 3 (which relates to diversity in employment) and Ch 4 (which relates to merit in employment).

- (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; and
 - (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*; or
 - (ii) gender; or
 - (iii) race or ethnicity; or
 - (iv) physical or mental disability.

Note In addition to the requirements set out in subcl (2), an APS employee must also comply with the requirements set out in Ch 3 (which relates to diversity in employment) and Ch 4 (which relates to merit in employment).

2.14 THE APS PROVIDES A REASONABLE OPPORTUNITY TO ALL ELIGIBLE MEMBERS OF THE COMMUNITY TO APPLY FOR APS EMPLOYMENT (ACT s. 10(1)(m))

- (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.

Note In addition to the requirements set out in subcl (1), an Agency Head must also comply with the requirements set out in Ch 3 (which relates to diversity in employment) and Ch 4 (which relates to merit in employment).

- (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 In addition to the requirements set out in subcl (2), an APS employee must also comply with the requirements set out in Ch 3 (which relates to diversity in employment) and Ch 4 (which relates to merit in employment).

2.15 THE APS IS A CAREER-BASED SERVICE TO ENHANCE THE EFFECTIVENESS AND COHESION OF AUSTRALIA'S DEMOCRATIC SYSTEM OF GOVERNMENT (ACT s. 10(1)(n))

- (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; and
 - (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; and
 - (c) encourage a feeling of common membership of a significant institution; and
 - (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; and
 - (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; and
 - (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; and
 - (b) help to ensure that:
 - (i) the Agency is staffed on a basis that sustains core knowledge, expertise, and standards of professionalism and behaviour; and
 - (ii) legislative and Agency requirements in relation to the use of the different categories of APS employment are upheld.

2.16 THE APS PROVIDES A FAIR SYSTEM OF REVIEW OF DECISIONS TAKEN IN RESPECT OF APS EMPLOYEES (ACT s. 10(1)(o))

- (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; and
 - (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; and
 - (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.