



Australian Government

Secretaries' Charter of Leadership Behaviours

The Charter of Leadership Behaviours sets out the behaviours that we, as Secretaries, expect of ourselves and our SES, and want to see in leaders at all levels of the APS.

The Charter focuses on behaviours that support modern systems leadership within the construct of the APS Values and Code of Conduct.

These behaviours build on the Integrated Leadership System and the APS Leadership Capability Framework.

DRIVE

be **Dynamic**

Have an inquiring mind and be willing to innovate and change

Understand the system you operate in

Practise new ways of deploying yourself in your system to achieve the best outcome

Embrace risks and actively manage them

Enjoy your work and have a positive attitude

Don't walk past problems—be part of the solution

be **Respectful**

Treat people with decency and respect

Embrace diversity and actively seek out views and perspectives that challenge your own

Build an inclusive culture that enables people to make their best contribution

have **Integrity**

Be open, honest and accountable

Take responsibility for what happens around you

Have courage to call out unacceptable behaviour

Value others

Be an active listener

Value others' contributions, perspectives and wisdom

Collaborate not compete to succeed as a team

Understand people and their views and motivations in order to lead, influence and communicate well

Build relationships

Empower people

Trust, empower and grow others

Interpret and provide context—don't do people's jobs for them

Build capability and networks

Expect people to deliver and find positive ways to hold them to account

Accept people won't always get it right—and support them to bounce back

We encourage all APS leaders to consider how you can live up to these behaviours, where relevant to your role