

Estate Works Program Values and Behaviour

Above the line

Below the line

Acceptable

Unacceptable

Protect and uphold the good reputation of Defence

Provide a consistent focus on the customer and their experience with our services

Communicate our goals with clarity and encourage feedback

Ensure messages are sufficiently detailed and timely to ensure outcomes are achieved

Develop understanding of and support for the diversity of people and cultures in the workplace

Keep the workplace clean, tidy and presentable

Be courteous and polite to others

Restrict the use of electronic devices in meetings to an essential minimum



Actively participate in the workplace by being engaged in activities and being aligned with the organisation's goals and objectives

Support the decisions endorsed by management and senior leaders

Actively promote deserving employees through relevant professional development opportunities and recognition



Be reliable and deliver on agreed outcomes

Display humility and selflessness

Support the Defence and APS values and role model acceptable behaviours

Ensure behaviour and treatment of others is fair, and equitable — avoid favouritism

Accept responsibility and be accountable for your actions, behaviours and outputs

Do what you say you will do

Act with transparency

Promote trust and preserve confidentiality when reasonably requested



Create and promote an environment that encourages open, honest and frank discussion

Listen to and objectively assess knowledge, opinions and experience of others regardless of their position

Challenge the status quo and provide considered recommendations for continuous improvement

Push your boundaries. Take on additional responsibility and drive self-improvement and professional development

Call out bad behaviours and act appropriately to resolve such issues

Take pride in your work and that of others. Reward good performance



Encourage and support open discussion of new ideas and different approaches

Ask the "what if?" questions

Challenge processes to remove red tape and improve efficiencies

Be open-minded to new ideas and suggestions for continuous improvement

Keep up to date with technology and seek to leverage this for better outcomes

Actively support change and measures to continuously improve



Recognise and respect others in the workplace while acknowledging individual strengths and weaknesses

Share resources, skills and knowledge

Support and assist team members with their workload whenever possible

Ask for help or advice if required

Create a collaborative and inclusive team environment

Participate in and contribute to team activities

Use team expertise to resolve complex issues

Develop an understanding of others needs and priorities and appreciate that what may be a priority for you may not be for others

Trust others to deliver on agreed outcomes

Professionalism

Loyalty

Integrity

Courage

Innovation

Teamwork

Continued underperformance that is not managed will lead to an ineffective workplace

Excessive workplace noise can have an impact on others. Keep it to an acceptable level for all

Setting of unreasonable deadlines that risks incorrect input

Claiming success for other peoples hard work

Putting self-interest above others



Being dismissive and disregarding people's input without explaining reasoning to help people learn

Demeaning or insulting posts on social media or other platforms



Using leave entitlements and other workplace benefits inconsistently and against the manner in which they are intended

Not being honest in our dealings with others

Blaming others for poor performance or outcomes

Being flippant and not dealing with an issue that requires serious consideration



Allowing unacceptable standards to become "acceptable" in the eyes of others

Giving ground to bullying behaviours and allowing people to be subjected to such behaviour

Blaming others for your mistakes.



Discouraging people and team from pursuing innovative outcomes

Being dismissive of innovation generally

Ridiculing innovation measures and not supporting them to achieve a positive difference



Interrupting or talking over the top of others

Promoting self-interest above the needs of the team

Leaving work unfinished for others to complete

Not displaying trust or confidence in others

Being obstructionist and hiding behind following "process" instead of being outcome focused

Being late or not turning up for meetings or appointments