

Model integrity performance goal:

Role model and embed an integrity culture

Build and maintain a psychologically safe working environment

Measure 1

Example performance discussion prompts:

- Monitors and (where appropriate) supports improvement in branch or division's performance on the People matter survey 'safe to speak up' and 'safety climate' questions.
- As a leader, contributes to a positive team culture by setting clear expectations, encouraging open communication, involving their team in decisions, promoting respectful conversations, and creating an environment where it's acceptable to make mistakes and learn from them.
- Encourages reports of wrongdoing, takes them seriously and ensures issues are promptly and appropriately managed, including protecting staff who speak up.

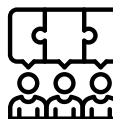


Promote and uphold obligations for frank and fearless advice

Measure 4

Example performance discussion prompts:

- Takes steps to ensure team members understand their roles and responsibilities to provide full, frank and fearless advice to senior executives and have supported them to do so, including by being open to receiving such advice and responding appropriately.
- Can provide an example of providing difficult advice to a minister and senior executives, including keeping appropriate records of decision making.



Support and encourage regular integrity conversations and discussions

Measure 2

Example performance discussion prompts:

- Embeds proactive integrity conversations into branch or division meetings, performance reviews, program reviews and evaluations to support a pro-integrity culture.
- Initiates difficult integrity conversations early, in response to emerging integrity issues or concerns.
- Develops or leads an initiative to generate a conversation about integrity in the team and branch.



Support compliance with integrity obligations

Measure 5

Example performance discussion prompts:

- Has completed all declarations and forms for private and conflicts of interest related to their employment and revisited these if circumstances change.
- Has completed all required declarations for gifts, benefits and hospitality.
- Can demonstrate that their branch or division implements the relevant financial management and procurement policies and processes.
- Performs due diligence on all use of public sector financial resources to ensure value for money and public trust in expenditure decisions.



Demonstrate accountability for my actions to set the tone

Measure 3

Example performance discussion prompts:

- Shares information with their team about how decisions have been made including being transparent about one's own roles and actions and acknowledging own mistakes.
- Demonstrates support for reviews and audits of team's work and encourages team members to view these as an opportunity for improvement.
- Documents advice and decisions consistently and encourages team to maintain strong record-keeping practices.



Identify and manage integrity risks

Measure 6

Example performance discussion prompts:

- Has ensured that fraud, corruption and other risks within their team are identified and managed.
- Has ensured team members complete all required integrity declarations and forms and appropriately managed risks arising from these.
- Has ensured that recruitment is merit-based and conducted in accordance with Victorian public sector employment principles and relevant policies (for both executives and non-executive staff).

