Model Code of Conduct for NSW public agencies

Policy and Guidelines
Premier's Department
New South Wales

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Acknowledgments

This publication was produced by the NSW Premier's Department and the Independent Commission Against Corruption in May 1997.

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The model NSW public sector code of conduct has been revised by the Premier's Department and the Independent Commission Against Corruption to ensure it continues to serve as an appropriate model for agency-level codes.

To assist agencies in reviewing, revising and implementing their own code of conduct, guidelines have also been developed.

The purpose of the model code is twofold:

- to form the basis for agency-level codes of conduct developed to suit the particular operational requirements and circumstances of their agencies
- to provide guidance on the standards of behaviour expected of public sector employees.

The NSW Government recognises that most public sector employees know what good conduct is and that they are committed to the highest standards of probity in public administration. Appropriate codes of conduct support employees in achieving these standards.

In establishing standards of integrity and conduct for the public sector, the model code encourages the pursuit of the ideal which gives public agencies their greatest strength - a spirit of service to the community.

Bob Carr
Premier
## MODEL CODE OF CONDUCT FOR NSW PUBLIC AGENCIES

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Part 1 - Introduction

The people of New South Wales have a right to expect the business of the State to be conducted with efficiency, fairness, impartiality and integrity.

Public employment carries with it a particular obligation to the public interest. It requires standards of professional behaviour from staff that promote and maintain public confidence and trust in the work of government agencies.

At the same time, people should not be subject to unnecessary restrictions simply because they work in the public sector. State employees have all the normal rights of employees under common and statute law.

Although no one set of rules can answer all ethical questions, a code of conduct provides an organisation with an ethical framework for the decisions, actions and behaviour of its staff. In this regard, it explains the principles covering appropriate conduct in a variety of contexts and outlines the minimum standard of behaviour expected of public employees.

NSW public service departments, statutory bodies and State owned corporations should use the standard principles and specific requirements in this model code as the basis for developing their own code. They should also include additional topics and examples which reflect the specific needs or circumstances of their organisation.
Part 2 - Standard code of conduct requirements

The community is entitled to expect the business of the State to be conducted with efficiency, economy, fairness, impartiality and integrity. To meet this expectation, all public employees need to follow the following principles when doing their work:

Responsibility to the government of the day

Employees are to implement the policies and decisions of the Government of the day in an impartial manner. In particular, employees must comply with any relevant legislative, industrial and administrative requirements.

Respect for people

Employees are to treat members of the public and their colleagues fairly and consistently, in a non-discriminatory manner with proper regard for their rights and obligations. In this regard, they should perform their duties in a professional and responsible manner.

They should also ensure that their decisions and actions are reasonable, fair and appropriate to the circumstances, based on a consideration of all the relevant facts, and supported by adequate documentation.

Integrity and public interest

Employees are to promote confidence in the integrity of public administration and always act in the public interest and not in their private interest.

Employees should protect the reputation of public sector agencies. They should not engage in activities, at work or outside work, that would bring the public sector into disrepute.

Responsive service

Employees are to provide a relevant and responsive service to their clients and customers, providing all necessary and appropriate assistance and fulfil the agency’s service performance standards.

They should provide information promptly and in an appropriate format that is easy for the recipient to understand. The information should be clear, accurate, current and complete.

Economy and efficiency

Employees should keep up to date with advances and changes in their area of expertise, and look for ways to improve performance and achieve high standards of public administration.

They should use their authority, available resources and information only for the work-related purpose intended.
Guide to ethical decision making

To assist in fostering a climate of ethical awareness, conduct and decision-making in public agencies, employees may find it useful to refer to or consider, either by themselves or in consultation with others such as their peers or supervisor, the following five points:

1. Is the decision or conduct lawful?
2. Is the decision or conduct consistent with government policy and in line with the agency's objectives and code of conduct?
3. What will the outcome be for the employee; work colleagues; the agency; and other parties?
4. Do these outcomes raise a conflict of interest or lead to private gain at public expense?
5. Can the decision or conduct be justified in terms of the public interest and would it withstand public scrutiny?

Errors and omissions

Conflicts of interest exist when it is likely that an employee could be influenced, or could be perceived to be influenced, by a personal interest in carrying out their public duty. Conflicts of interest that lead to partial decision-making may constitute corrupt conduct.

Some related interests that may give rise to a conflict of interest include:

• financial interests in a matter the agency deals with or having friends or relatives with such an interest that the employee is aware of
• personal beliefs or attitudes that influence the impartiality of advice given
• personal relationships with the people the agency is dealing with or investigating that go beyond the level of a professional working relationship
• secondary employment that compromises the integrity of the employee and the agency, and
• party political activities or making adverse political comments that relate to the agency's work.

An individual employee may often be the only person aware of the potential for conflict. It is therefore their responsibility to avoid any financial or other interest that could compromise the impartial performance of their duties, and disclose any potential or actual conflicts of interest to their manager or other senior staff member.

If employees are uncertain whether a conflict exists, they should discuss the related interest matter with their manager and attempt to resolve any conflicts of interest that may exist.
To resolve any conflicts of interest that occur, or could occur, a range of options is available depending on the significance of the conflict. These options include:

- recording the details of the disclosure and taking no further action because the potential for conflict is minimal or can be eliminated by disclosure or effective supervision
- the employee relinquishing the personal interest, or
- the employee transferring (at no disadvantage in their terms and conditions of employment) from the area of work or particular task where the conflict arises.

Disputes over alleged conflicts of interests may be resolved through the organisation’s normal grievance handling procedures.

Acceptance of gifts or benefits

Employees should not accept a gift or benefit that is intended to, or is likely to, cause them to act in a partial manner in the course of their duties.

Principal officers may approve the acceptance of token gifts or benefits under certain circumstances provided that there is no possibility that the recipient might be, or might appear to be, compromised in the process.

Employees should advise an appropriate senior member of staff if they believe they have been offered a bribe, or if they have been offered or received a favour or benefit.

Employees dealing with, or having access to, sensitive investigations or commercially sensitive information, should be particularly alert to inappropriate attempts to influence them.

Discrimination and harassment

Employees must not harass or discriminate against their colleagues or members of the public on the grounds of sex, marital status, pregnancy, age, race, ethnic or national origin, physical or intellectual impairment, or sexual preference. Such harassment or discrimination may constitute an offence under the Anti-Discrimination Act 1977. In addition, employees must not harass or discriminate on the grounds of political or religious conviction.

Managers must make sure that the workplace is free from all forms of harassment and discrimination. They should understand and apply the principles of equal employment opportunity and ensure that the employees they supervise are informed of these principles. Managers should also take all necessary steps, such as training and other active measures, to prevent and deal with harassment and discrimination in their work area.
Fairness and equity

Issues or cases being considered by employees should be dealt with consistently, promptly and fairly. This involves dealing with matters in accordance with approved procedures, in a non-discriminatory manner, and in conformity with natural justice.

When using any discretionary powers, employees should ensure that they take all relevant facts into consideration, have regard to the particular merits of each case, and not take irrelevant matters or circumstances into consideration.

Public comment on the work of the public agency

Public comment by employees includes public speaking engagements, comments on radio and television or in letters to newspapers, and expressing views in books, journals or notices where it is expected that the comments will spread to the community at large.

Employees, as individual members of the community, have the right to make public comment and enter into public debate on political and social issues. However, there are some circumstances in which this is inappropriate. For example, situations where the public comment, although made in a private capacity, may appear to be an official comment on behalf of the employee's organisation. In such circumstances, employees should preface their remarks with a comment that they are made in a private or union capacity and do not represent the official view of the public agency concerned.

Employees should follow the procedures established by their agency for making public comment on the work of their agency. As a general rule, they can disclose official information that is normally given to members of the public seeking that information, but should only disclose other official information or documents:

- in the course of their duties
- when proper authority has been given
- when required to, or authorised, do so by law, or
- when called to give evidence in court.

In these cases, comments made by employees should be confined to factual information and should not, as far as possible, express an opinion on official policy or practice unless required to do so by the circumstances of the particular situation (eg. asked to do so in court).

Comments made on matters pertaining to union business by members of unions in their capacity as a local delegate within the organisation, or by union office holders employed by the organisation, are permissible under this code.
Public agencies must have clearly documented procedures regarding the storage, disclosure and distribution of confidential or sensitive personal, commercial or political information. Employees that handle such information should follow these procedures and must take special precautions to make sure that it is not disclosed without clear authority. Official information must only be used for the work-related purpose intended and not for personal benefit.

Unless authorised to do so by legislation, employees must make sure that they do not disclose or use any confidential information without official approval. Unauthorised disclosures may cause harm to individuals or give an individual or an organisation an improper advantage. The integrity and credibility of the agency may also be damaged if it appears unable to keep its information secure.

All employees must make sure that confidential information, in any form (eg. computer files), cannot be accessed by unauthorised people and that sensitive information is only discussed with people, either within or outside the agency, who are authorised to have access to it.

Employees are expected to be efficient and economical in their use and management of public resources, including their own work time. They should be scrupulous in their use of public property and services.

Official facilities and equipment should only be used for private purposes when official permission has been given. This may include short private local telephone calls and limited private use of facsimile equipment that does not disrupt official work.

Managers may also approve the use of facilities, such as meeting rooms and equipment, by non-profit professional and community organisations in which employees are volunteers as long as there is no significant cost to the agency.

Employees of agencies covered by the Public Sector Management Act must have the approval of their Chief Executive Officer before they engage in any form of paid employment outside their official duties. As far as practicable, other public agencies should adopt this policy.

Employees must also carefully consider whether the organisation offering them secondary employment may adversely affect the performance of their public sector duties and responsibilities or give rise to a conflict of interest. This applies whether they are working full-time, part-time or only temporarily employed.

Employees must make sure that any participation in party political
activities does not conflict with their primary duty as a public employee to serve the government of the day in a politically neutral manner.

This is important because of the need to maintain Ministerial and public confidence in the impartiality of the actions taken and advice given by public employees. What is considered appropriate by the head of a public agency in any particular case will depend on the nature of the issue, the position held by the employee, the extent of the employee's participation, and their public prominence.

If employees become aware that a potential conflict of interest has arisen or might arise, they should inform the head of their agency immediately and may have to stop the political activity or withdraw from the areas of their work where the conflict is occurring.

Special arrangements apply to public employees who are contesting State or Federal elections. Details of these arrangements are in the Premier's Department Circular No. 95-4 and PEO Circular 96-7.

Within the context of the requirements of this model code, employees are free to fully participate as volunteers in community organisations and charities, and in professional associations.

Employees are urged to report suspected corrupt conduct, as well as maladministration and serious and substantial waste of public resources. The Protected Disclosures Act 1994 provides certain protections against reprisals for employees who voluntarily report such matters either to the principal officer of a public authority, or to one of the three investigative bodies: the ICAC, the Auditor General or the Ombudsman. (Such protections do not apply in cases of vexatious or malicious allegations.)

Disclosures may also be made to other officers of a public sector authority under its internal reporting procedures. In addition, under circumstances specified in the Act, protected disclosures may be made to a Member of Parliament or a journalist.

Where disclosures are made to an external investigating body, those concerning corrupt conduct should be made to the ICAC. Disclosures concerning maladministration should be made to the Ombudsman, and disclosures concerning substantial waste of public money should be made to the Auditor General.

Managers must ensure that all employees have information about the agency's internal reporting procedures. The person dealing with the protected disclosure should notify the employee who made the disclosure, of the action taken or proposed to be taken in relation to the disclosure, and the outcome of such action.
More information about protected disclosures is available in Premier's Memorandum 96-24 and the Ombudsman's Protected Disclosures Guidelines.

In addition, particular requirements to report suspected corrupt conduct are placed on principal officers by the Independent Commission Against Corruption Act 1988.

**Post separation employment**

Employees should not use their position to obtain opportunities for future employment. They should not allow themselves or their work to be influenced by plans for, or offers of, employment outside the agency. If they do, there is a conflict of interest and the integrity of the employee and their agency is at risk.

Former employees should not use, or take advantage of, confidential information that may lead to gain or profit obtained in the course of their official duties, until it has become publicly available.

All staff should be careful in their dealings with former employees of the agency and make sure that they do not give them, or appear to give them, favourable treatment or access to privileged information.

**Relevant legislation**

The main legislation that applies to State government employees is the Public Sector Management Act 1988 and, if employed in a statutory authority, the Act that established their agency. The following legislation may also be relevant:

- Anti-Discrimination Act 1977
- Crimes Act 1900
- Freedom of Information Act 1989
- Independent Commission Against Corruption Act 1988
- Industrial Relations Act 1996
- Ombudsman Act 1974
- Protected Disclosures Act 1994
- Public Finance and Audit Act 1983.
Guidelines for developing and implementing a code of conduct

The purpose of a code of conduct

A code of conduct is an important management tool which can positively shape the culture of an organisation. Many organisations have found that adopting a clearly defined approach to ethical issues improves the organisation's reputation, helps to develop pride among staff and is good for business.

Staff in any organisation need to behave in a way which promotes public confidence and trust in the organisation. Public sector staff in particular are expected to do their work with efficiency, fairness, impartiality and integrity. There is a community expectation that the modern public sector will use taxation dollars in an increasingly open and accountable way.

A code of conduct sets out the standards of behaviour expected of staff in an organisation, and should help them to solve ethical dilemmas they face at work. While there is no one set of rules capable of providing answers to all the ethical issues which could arise in an organisation, a code of conduct provides a framework within which staff agree to work. It can also help to prevent corruption by alerting staff to behaviour that could potentially be corrupt, or may appear as corrupt to others.

For example, the code might include guidance about dealing with conflicts of interest, how to respond to offers of gifts or benefits and what to do if you think corruption has occurred. Although the emphasis should be on encouraging good ethical conduct, staff also need to be given clear information about what may or will happen if they breach the code.

To be effective, a code must contain more than vague principles. If it is really going to help staff in the conduct of their day-to-day activities, it must include clearly stated principles and examples that are relevant to the particular functions of the organisation.

It should also refer staff to other documents in the organisation, such as guidelines, policies and regulations and other mechanisms, such as talking to a colleague or supervisor, which may help them to resolve issues not directly covered by the code.
Developing a code of conduct

Basis of codes of conduct

The Model Code of Conduct for NSW public agencies produced by the Premier’s Department in 1997, is the minimum standard for all public sector staff in NSW. It provides the basis for agencies to develop your own individual codes. As an agency you have to decide:

- what topics you need to include in your code of conduct
- how much information you need on each topic
- what processes will be used to develop the code of conduct
- how you are going to involve all staff in developing, implementing and abiding by the code, and
- how and how often you will need to review the code.

Content of codes of conduct

At a minimum, all public sector codes of conduct should include the standard topics outlined in the Premier’s Department Model Code of Conduct. Additional topics which reflect the specific needs of your agency should be added. Depending on the nature of your operations, you may also want to include information on topics such as:

- employment responsibilities of the employer and employees
- security considerations and requirements
- dress standards
- customer service standards and requirements
- specific occupational health and safety requirements, and
- references to other professional codes of ethics or accountability requirements that may apply to agency staff, but may not be covered in the model code.

A code should function as an active guide to decision making. It should provide examples to illustrate the ethical problems that staff might encounter and strategies for dealing with them. Areas of specific concern or risk to your organisation should be carefully considered and included in the code, such as examples that reflect the particular charter, structures, or functions of your organisation.

For example, a section on Conflicts of Interest could include information about how to recognise a conflict of interest, such as a purchasing officer who gets three quotes for a piece of equipment, one of which is from a relative or friend.

It could also include practical information on managing a conflict if it occurs, such as referring the matter to an independent third-party (eg the Ombudsman) or an ethics committee established in the public agency, if the employee and manager cannot resolve the matter.
A section on confidential information could:

- explain that confidential information may be written, stored on a computer, or might be something that you overhear or are told at work, and

- give examples of the improper use of confidential information, such as swapping information with staff of other organisations or speculating in property or shares based on information about government decisions.

You may also wish to clarify what is and what is not acceptable behaviour in terms of, for example, the use of the organisation's resources. You could include points such as:

- you may use the phone for private calls if they are short, infrequent and don't interfere with your work

- you may, with a supervisor’s permission, use the organisation’s resources such as computer equipment for approved personal purposes

- if you use the organisation’s equipment for authorised personal purposes, you must make sure that you use it only in your own time, that the equipment is secure and properly cared for, you provide consumables such as paper, and your use does not prevent you or your colleagues from doing the organisation’s work.

Staff need general guiding principles but they also need practical help in deciding what to do in a range of situations. For example, in a section on gifts and benefits different organisations might give specific advice such as:

- you may accept a modest lunch which is offered to a working group, but you should pay for your own lunch if you are the only person who is offered a meal

- hospital staff may accept a token gift, such as a box of chocolates or flowers from a grateful patient, but may not accept a gift if it is intended to influence decisions about how work is done or goods are purchased.

The code should also include information about relevant policies, procedures and regulations and how staff can access them if they need more information about a particular area. For example, in a section on Reporting Corrupt Conduct you could put something like:

You will find more information about what should be reported, who to report to and what will happen with the information you provide in the organisation’s Internal Reporting Policy document which is [the policy manual/attached to this code at appendix x].
If a code is to have real meaning, it cannot be a set of rules imposed from above. It must be developed by each organisation and its staff to meet their specific needs, and should promote an ethical culture within the organisation.

Codes should be developed through a consultative process. This enables all staff in all locations, not just senior managers at head office, to comment on the issues to be included. Make sure you ask staff to contribute in the early stages of development, not just to comment on a final draft.

To help you develop the code, you could:

- seek input from staff of various classifications, work levels and different work areas
- ask staff to identify the most common ethical problem areas they face in their work, and
- discuss the issues with existing groups such as an internal employee consultative committee or external union bodies.

You might also want to get input from other public agencies that have already developed their own codes, or from external agencies doing business with your organisation. Look at as many relevant codes as you can and decide which parts you find or do not find useful and what issues are relevant to the staff in your organisation.

Codes of conduct should be clearly written in a personal and positive style. The emphasis of the code should be on positively shaping the ethical climate of the organisation rather than on compliance and discipline. Guidelines defined mainly in negative terms, such as 'partiality and discrimination will not be tolerated', tend to take the form of statements about what staff must not do.

Although you need to make it clear to staff who breach the code that they may face disciplinary action or other consequences, you also need to stress that staff who act honestly and follow the code can expect the full support of the organisation against unfair allegations of corrupt conduct.

A code that is written in an overly bureaucratic or legalistic style of language is not an effective document because it will not be read or referred to by most staff. Using a personal tone and pronouns such as 'you' and 'we', helps to focus responsibility and encourages staff to see the code as a document that is relevant to them and the work they do.
Supporting codes of conduct

There is no point in establishing a code if you do not back it up with regular on-going training, awareness raising or information sessions. To some extent, it may also be appropriate to extend this communication role to include elected officials, contractors and organisations that you do business with.

Senior managers need to advocate the core values of the code and guide by example. It is important that managers are seen to abide by the same standard of behaviour that is expected of staff. In addition, managers are to a significant degree, responsible for the behaviour of their staff. You may need to provide training so that dealing with ethical questions and discussing them with staff becomes a regular and comfortable part of a manager's role.

Managers also need to be aware of the range of sanctions, from discipline counselling through to dismissal or prosecution, that may be applied if staff breach the code of conduct, depending on how serious the breaches are.

Promoting codes of conduct

Codes of conduct need to be active policy documents which make a continuing contribution to the ethical culture of the organisation and the decisions that staff make. Some possible promotion strategies are:

- attaching a copy of the code to the letter of offer to new employees
- regularly including segments from the code in staff circulars and newsletters, and discussing the code on a regular basis at branch/team meetings
- preparing a video presentation on the code, including some scenarios of possible ethical dilemmas
- including a copy of the code in the organisation's induction manual, in the staff library, and on the computer network
- where appropriate, translating the code into major community languages
- preparing posters about the code and displaying them in workplaces throughout the organisation
- including a session on the code of conduct as a regular part of staff training courses
- making reference to the code where performance agreements are in place, as a regular part of the employee's professional development and workplan discussion and implementation
- issuing the code to contractors and asking that they conduct business with staff of the organisation in accordance with its content
• informing clients of the ethical standards of the organisation and how they can make a complaint if these have been breached, and

• publishing the code in the annual report (this is a legal requirement under the Annual Reports Acts if the code is new or substantially amended).

Including features of the code in the corporate plan and other documents related to the work of the organisation can help to integrate the code's ethical objectives into the mainstream work of the organisation. On a regular basis, for instance annually, you need to monitor and evaluate whether the code remains relevant and how well it is understood and followed by staff. The extent to which it has influenced the ethical culture of the organisation should also be monitored.

When reviewing the code, you should involve as wide a range of staff as possible, but stress to them that your focus in the review is on the quality and usefulness of the code, not their personal conduct or ethics. The information you get from your review should help you improve the actual code and develop better strategies for increasing awareness and use of the code in all functional areas of the organisation.

Contact points for further information

For more information on developing, implementing and reviewing a code of conduct please contact:

• The Premier's Department (02) 9228 5516
• The Independent Commission Against Corruption (02) 9318 5999
• Office of the NSW Ombudsman (02) 9286 1000
Checklist for reviewing and developing a code of conduct

- Does your organisation have a code of conduct?
- Was your organisation's code of conduct developed in consultation with a range of staff from various areas of the organisation, and with key external stakeholders?
- Was your organisation's code of conduct negotiated in good faith with relevant union bodies or staff associations?
- Does your code include the standard topics from the Premier's Department Model Code of Conduct?
- Have you included additional topics to meet the particular needs of your organisation?
- Does the code provide a range of practical examples and guidance for dealing with ethical issues?
- Is the code written in clear, straightforward language?
- Does the code have a personal and positive tone rather than a focus on compliance and discipline?
- Do you clearly communicate the content of the code to all staff and stakeholders on a regular basis?
- Do senior managers actively promote the code and lead by example with regard to ethical conduct?
- Is the code actively reinforced throughout the organisation using promotional strategies?
- Are new provisions included in the code as the need arises?
- What methods do you use to assess the use staff make of the code and how has it affected the ethical culture of the organisation?
- Do you regularly review your code of conduct and update it when necessary?
Case study: Review of the ICAC code of conduct

The ICAC Code of Conduct was developed over a three month period in 1990 and issued to ICAC staff in September of that year. The development phase involved progressive consultation with senior management, middle management and all other staff. Since then, the code has been included in information packages sent with offers of employment and when new staff join the ICAC they are required to sign a statement confirming they have read and accept the code.

In late 1991 the ICAC decided to review its code of conduct to see how useful it was in helping staff resolve ethical dilemmas at work. The review process was also seen as an opportunity to:

- raise staff awareness of the content and role of the code
- collect information about how the code could be improved, and
- identify strategies for making the code a more active document.

All ICAC staff were given the opportunity to respond, on a voluntary basis, to a three part questionnaire. The first part asked staff to rate how helpful the code was in helping them to solve some hypothetical ethical dilemmas such as:

- You have participated in a conference on the ICAC's behalf and the organisers thank you with an expensive bottle of champagne. What should you do with it?
- You have witnessed unjust or discriminatory behaviour by a colleague during working hours. You feel loyal to your colleague but wonder if you have an obligation to report the behaviour.

Each dilemma matched a specific section of the code. If staff did not find the particular section of the code helpful in solving the dilemma, they were asked for suggestions about how this section could be improved.

The second part of the questionnaire assessed when and why staff consulted the code. The third part asked staff to rate the extent to which they agreed or disagreed with a series of statements about the code such as:

- the code is a clear, well-written document
- there is generally a match between my views and the document's views on ethical conduct, and
- there is a conflict between the code and other requirements by which I am bound.
The review questions were designed to assess the quality of the code, not the ethics of the staff using it. Once the review had been completed, a seminar was held with staff to explain the findings and discuss possible strategies for making the code a more effective and active document. The main findings of the review were that:

1. The majority of staff found most sections of the code helpful in resolving the ethical dilemmas, but felt they also needed to do something more, such as talk to a colleague, before they decided what to do about an ethical issue they were facing.

2. One section, on security, was considered unhelpful by a significant majority of respondents and needed to be changed. The comments from staff suggested that the section was too vague, needed examples and should refer to written ICAC security policies and procedures.

3. The review process made staff more familiar with the code and therefore more likely to consult it in the future.

4. Giving staff the opportunity to make suggestions for improving the code helped to make it a more active and useable document. Some of the revisions made were: the language was updated; examples were added; and more detailed explanation was given within the code.

The ICAC is now looking at how the code might be more effectively packaged to increase its visibility within the organisation and to encourage staff to refer to it for guidance. The review helped the ICAC to improve its code and identify several strategies for promoting discussion about ethical issues.
Publications on public sector ethics and codes of conduct


   The findings of the review are relevant to other public sector organisations who should be able to adapt the methods used to meet their own needs.

2. *NSW Codes of Conduct Review*  Premier's Department/ICAC (April 1996)

   This review was a joint project between the ICAC and the Premier's Department. It looked at the content of a sample of codes from public sector organisations in NSW, and how the codes were developed and implemented within agencies.


   This guide was prepared by ICAC to provide practical assistance on public sector agencies on establishing systems to prevent corruption from occurring.


   These guidelines were prepared to promote awareness of ethical issues. Topics covered include relationships between politicians and public servants, use of official information, participation in public interest groups and financial and private interests.

5. *Codes of Conduct for Public Officials*  Legislative Assembly of Queensland (May 1993)

   A report by the Parliamentary Committee for Electoral and Administrative Review, proposing the development of an ethics scheme for public employment in Queensland.


   A good introduction to education and training in relation to public sector ethics and different approaches to developing ethical workplaces.


   A good introduction to the principles underlying public sector ethics and how they can be incorporated into organisations.


   A general guide for Australian business community organisations on appropriate conduct and developing codes in a business setting.