



GOVERNMENT OF  
WESTERN AUSTRALIA

PSC|Public Sector  
Commission

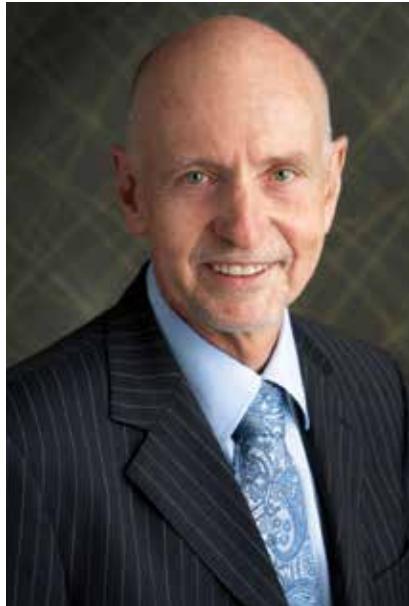
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Our **LIVED** values  
and strategic  
priorities

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2017-2020





# Commissioner's foreword

**As Public Sector Commissioner,  
I am in a unique position to have  
a broad view of our sectors.  
Over the past six years I have  
observed that change and  
ambiguity is constant.**

This has also been true of our experience within the Commission. We have been responsive and flexible to changes in the Government agenda, including taking responsibility for the oversight of minor misconduct and the misconduct prevention and education functions and responding to initiatives to create a lean and efficient organisation.

Despite this backdrop of change, the principles that underpin public employment have endured. Merit-based employment free from bias, nepotism and patronage, always acting and being seen to act in the public interest, understanding the accountability framework, making ethical decisions and maintaining public trust and confidence are principles that make us unique.

The Commission has – and will continue to have – a significant role in ensuring these core principles of public service remain strong and are valued within the sector. With this mandate in mind, our LIVED values and strategic priorities have been developed.

Our LIVED values and strategic priorities are centred around five key areas – Leadership, Integrity, Vision, Excellence and Diversity.

I expect all employees to live our values and work diligently to achieve our strategic priorities. The work we do must be connected to our stakeholders – what they think, how they work and the pressures they face. We must work strategically and collaboratively to engage meaningfully with them.



**'Strategic engagement and collaboration to improve outcomes and productivity has never been more important.'**

We have a responsibility to ensure the integrity and accountability principles are more broadly known and understood across all sectors. This includes the public sector as well as local governments, public universities and government trading enterprises.

We are committed to continuously improving capability and performance development opportunities. We will attract the most talented and capable people with a diverse range of backgrounds, experiences and perspectives. I expect prospective employees to see our value proposition as one they aspire to, and our organisation as one they wish to be part of.

Our stakeholders will see our LIVED values practically, through the level of professional

customer service they receive when they engage with us. I encourage our stakeholders to provide their feedback on how we might improve our services.

By making strategic priorities externally focussed, I also hope our peers and colleagues locally, nationally and internationally see the benefit in partnering with us. Strategic engagement and collaboration to improve outcomes and productivity has never been more important as we look to do things differently and more efficiently.

This document sets out what we need to do and how we intend to deliver, building on our program of reform. Our LIVED values and strategic priorities will form the basis of our work

going forward and we will regularly measure our successes against them.

I encourage all Commission employees and stakeholders to know and understand our LIVED values and through our daily interactions, work towards building high performing, professional and ethical public authorities, leaders and public officers.



M C Wauchope AO  
PUBLIC SECTOR COMMISSIONER

# LIVED values and strategic priorities

Our work is guided by our LIVED values and strategic priorities. By living our values, we provide a professional and strategic approach where people want to work for, and with, us.



## Leadership

**Values:** Professional, adaptable, strategic, authentic, proactive



### Strategic priorities:

- Recruit, develop and performance manage public sector chief executives, and use our experience and expertise for strategic benefit across the sectors.
- Encourage public authorities to identify, develop and progress aspiring leaders at all levels to ensure leadership succession.
- Develop success profiles and measurement guidelines for a range of leadership roles to ensure consistent and appropriate leadership skills.
- Bring together leaders from across the sectors to promote a culture of achievement, shared understanding, enhanced decision making and problem solving.

## Integrity

**Values:** Honest, accountable, transparent, impartial



### Strategic priorities:

- Support and assist public authorities to build robust governance practices in line with legislative requirements to ensure consistency in approach.
- Provide rigorous oversight of the integrity of public officers to ensure ethical and accountable practices in public authorities.
- Undertake integrity assurance and investigative activities to ensure public authorities are complying with the legislative principles of integrity.
- Collaborate with other integrity agencies, locally, nationally and internationally to ensure our approaches are contemporary and forward-thinking.



## Vision

**Values:** Aware, influence, connect, enable



### Strategic priorities:

- Contribute knowledge and contemporary insights to shape the future agenda of the sectors.
- Partner with experts on capability development initiatives to enhance the skills and knowledge of key practitioner groups.
- Support and assist public authorities to manage change in order to improve efficiency and effectiveness.
- Progress changes to legislation and compliance instruments to improve public administration and management.
- Communicate and consult with the community around workforce and integrity issues to ensure citizen-centric policies and programs.

## Excellence

**Values:** High-quality, accurate, rigorous



### Strategic priorities:

- Provide high-quality, accurate and timely advice and information to all stakeholders on the progress of our strategic priorities.
- Foster a culture of collaboration and innovation across the sectors, nationally and internationally, to enhance performance, decision-making and problem solving.
- Provide timely data and information resources on workforce and integrity issues to support public authorities to develop evidence-based solutions.

## Diversity

**Values:** Inclusion, respect, equality



### Strategic priorities:

- Implement and support initiatives to increase diversity in public employment and foster inclusive practices within public authorities.
- Support and assist public authorities to comply with legislative and governance requirements around planning for the future workforce.
- Monitor and report on the diversity profile across the sectors to ensure community services are being provided by a representative workforce.
- Nurture diversity of thinking by consulting with a wide range of stakeholders on strategic policies and programs to continually improve policy positions.

## **Our vision**

A high performing public sector.

## **Our purpose**

To enhance the integrity of public authorities and increase the effectiveness and efficiency of the public sector.

## **Our proposition**

Act with integrity, lead with purpose.

## **Our promise**

To provide leadership through collaboration, partnership and direction setting.

# **Achieving our strategic priorities**

## **Attract and retain talented people who are committed to working with us**

We will connect with a diverse group of potential employees who are skilled, flexible and prepared to evolve with the Commission. This will involve a significant investment in capability development, combined with greater mobility within our organisation. We will maintain a culture based on our LIVED values that supports our people, recognises individual's talent, and encourages potential.

## **Build career paths to ensure our people have high levels of engagement**

We require employees with a range of technical expertise but with an increasingly outward focus. We encourage employees to have a breadth and depth of experience that comes from working across the sectors. We aim to provide development opportunities to our people so they can perform, innovate and contribute to our strategic priorities. We know our people will be sought after once they finish their tenure due to the experience and knowledge they have gained while working with us.



# Measures of success

## We will know we have met our strategic priorities when:

- > Our role is understood and our advice and assistance is sought and valued by our stakeholders.
- > Our stakeholders find our reporting informative and useful.
- > Our sector-wide policies are implemented by public authorities.
- > Leaders have a whole-of-sector perspective and use this to contribute to and improve the system.
- > Public authorities know their legislative obligations around integrity-related matters and how to report effectively.
- > Data we collect and analyse is sought and used by public authorities to develop evidence-based policies, programs and plans.
- > Data we collect and analyse shows the representation of people from diverse groups in our workforce has increased.

## Use technology to improve the way we work

We will embrace new delivery models that use the latest technologies and communications methods to reach our stakeholders. In an increasingly mobile and digital-driven work environment, we will harness the best technology to make our work more effective. This may require us to build employee capability in specialist technological areas to maximise the benefits to the Commission.

## Lead by example and model best practice across the sectors

To meet rising community needs and expectations, we must ensure our sector maintains high standards of service delivery, integrity and accountability. We will lead by example and encourage all authorities to strive for excellence through the provision of assistance and support, the delivery of professional development and the sharing of best practice. We will partner with others to learn from their experiences and ensure we are informed around the latest research approaches and trends.

**Public Sector Commission**

Dumas House, 2 Havelock Street, West Perth WA 6005

Locked Bag 3002, West Perth WA 6872

**T:** (08) 6552 8500

**F:** (08) 6552 8710

**E:** admin@psc.wa.gov.au

**[www.publicsector.wa.gov.au](http://www.publicsector.wa.gov.au)**