



CIVIL STAFF CODE OF CONDUCT

2021



**A FORCE FOR
NEW ZEALAND**



Welcome/Introduction from Chief of Defence Force

New Zealand's Public Service is held in high regard for its honesty, transparency and integrity. Similarly, public surveys show that our Defence Force is trusted by the overwhelming majority of New Zealanders.

As a large and complex organisation we must be successful in the things we have to achieve, and we must maintain the trust placed in us, by having a great team of uniformed and civilian staff acting with honesty and integrity. This includes supporting the Crown in its relationship with Māori under the Treaty of Waitangi / Te Tiriti o Waitangi.

Our reputation depends upon all our people contributing to a values based culture where we are committed to doing the right thing in the service of Aotearoa/New Zealand; and where we treat each other with respect and dignity.

This Civilian Code of Conduct sets out our expectations and provides guidance to our civilian employees to help you deliver your part in our ongoing success. The foundations are set by the Public Service principles and values, which are in turn reinforced by our own Defence Force values: Tū Kaha/Courage, Tū Tika/Commitment; Tū Tira/Comradeship, and Tū Māia/Integrity.

Please take the time to read and understand the Code of Conduct. We all know when something is amiss and not sitting right. In these moments this Code of Conduct will be your guide. Do not hesitate to refer back to it if you are ever in doubt.

Let this Code of Conduct guide your attitudes and behaviours inside our Defence Force, as together we continue to be *A Force For New Zealand*.



The Civil Staff Code of Conduct

Members of the Civil Staff of the NZDF (employees) represent the NZDF and as such the NZDF has a clear expectation that each employee conducts themselves in a manner that maintains and enhances the reputation of the NZDF.

This Civil Staff Code of Conduct (the Code) is issued by the Chief of Defence Force (CDF)¹ and sets out the minimum standards of integrity and conduct that are to apply to all employees. This Code of Conduct does not apply to contractors or consultants. However, the principles around the standards of appropriate behaviours are expected to be adhered to by contractors, consultants, and/or third party providers who are delivering work and/or outcomes for the NZDF.

The Code of Conduct:

- sets minimum standards about appropriate behaviour and actions for all employees;
- assists employees to make appropriate judgements and decisions regarding their actions and behaviours; and
- communicates the process by which any breaches of these expectations will be managed.

The Code of Conduct is a tool to help you understand the values of the NZDF, and to assist you to apply them to your role at the NZDF and to your private life if they affect your job. We are accountable for our behaviour and adhering to the expectations that this Code of Conduct outlines. This Code of Conduct also provides examples of behaviours that conflict with the NZDF Values and are not acceptable at the NZDF.

Good judgement is required of all employees in regards to their own actions and behaviours in any given situation. If you ever have a question on what behaviour is expected from you, this document is a good place to start. You can also seek advice from your manager or another manager.

Who does the Code of Conduct apply to?

The Code of Conduct applies to all members of the Civil Staff (employees). This includes permanent, fixed term, temporary and casual employees. For the purpose of this Code of Conduct only, all such persons are referred to as 'employees'.

No one, no matter how senior in the organisation is entitled to violate the Code of Conduct, or to give anyone instructions to do so. It is the responsibility of each employee to ensure that they read, understand and comply with the minimum standards of integrity and conduct set out in this Code at all times during their employment with, or engagement by, the NZDF.

Managers and Commanders should use this Code of Conduct to help employees understand and apply the NZDF values and principles outlined in the Code of Conduct, to their role.

¹ Pursuant to the Defence Act section 60.



Public Service Principles and Values

The Public Service principles are:

- Politically neutral;
- Free and frank advice;
- Merit-based appointments;
- Open Government; and
- Stewardship.

The Public Service Commissioner may set minimum standards of integrity and conduct that set out the principles and minimum standards of behaviour the Commissioner expects of all people working within the Public Service.

We are expected to act with a spirit of service to the community. We are also expected to apply high standards of integrity to all that we do and to maintain political neutrality in our work so that we are able to serve the current and future Governments of New Zealand.

The Public Service values require the Public Service to be impartial, accountable, ethical, respectful and responsive. Our Code of Conduct incorporates these values and applies them to our work at the NZDF.



The NZDF Values

The NZDF has a unique culture that is underpinned by shared values. These cultural values are the principles from which the NZDF builds an organisation that is united, professionally trained, competent, equipped and capable of serving the interests of New Zealand. Our people, as representatives of NZDF, are expected to behave in a way that demonstrates these values. Our values guide the way we operate, as individuals, teams and an organisation.

Our values give us common ways to think and act:

<p>Courage Tū Kaha</p>	<p>Taking action despite your fears</p> <p>Courage is having the moral and physical strength to do what is right, even in the face of adversity. It is stepping up when things get hard. It is speaking up when you see things that are wrong. Courage is enforcing our standards and discipline. It is not giving in to pressure.</p>
<p>Commitment Tū Tika</p>	<p>Giving your best</p> <p>Commitment is doing your best. It is always looking for ways to achieve the task, and persevering even when the going gets tough. Commitment is accepting and living our values and standards. It is serving New Zealand.</p>
<p>Comradeship Tū Tira</p>	<p>Respecting and looking out for each other</p> <p>Comradeship is respecting the differences of the people around you and treating others as you'd like to be treated. It is working together as a team, being inclusive, recognising we are stronger together. Comradeship is never an excuse for covering up other people's wrongdoing.</p>
<p>Integrity Tū Māia</p>	<p>Doing the right thing – always</p> <p>Integrity is conducting yourself honestly, ethically and to the highest professional standards – even when no one is watching. It is doing the things that you say you are going to do. Integrity is accepting responsibility for your decisions and actions.</p>



Expectations of Behaviour

Our actions and behaviours are expected to reflect the NZDF values. The following provides the principles and expectations of behaviour which align with the NZDF values.²

At the NZDF we expect our employees to:

- be accountable for your own performance;
- behave in a way that reflects the principles and behaviours described in this Code of Conduct;
- encourage others to behave in a way that reflects the principles and behaviours described in this Code of Conduct;
- promote equality and diversity in the workplace;
- report behaviour that is inconsistent with this Code of Conduct;
- be impartial, accountable, ethical, respectful and responsive;
- act with a spirit of service to the community and meet the same high standards of integrity and conduct in everything they do.

At the NZDF we expect our managers to:

- support CDF's role as a good employer and work with employees in good faith;
- lead by example through internalising and modelling our organisational values of Courage (Tū Kaha) Commitment (Tū Tika), Comradeship (Tū Tira) and Integrity (Tū Māia); and instilling these within others;
- be accountable for your own performance and that of your team;
- treat all employees fairly and provide a safe work environment;
- promote equality and diversity in the workplace;
- positively reinforce the behaviour of your team members that reflects our values and the Code of Conduct, and address any behaviour that is inconsistent with the Code of Conduct fairly, and objectively and in accordance with this Code of Conduct and the policies and procedures of the NZDF;
- set performance objectives and expectations of member's of their team, undertake Performance Development Reporting (PDR), and performance management where necessary.

Conduct of employees of the NZDF is guided by several pieces of relevant legislation including the Defence Act, the Employment Relations Act, Health and Safety at Work Act, Human Rights Act, the Privacy Act, and Equal Employment legislation. These set out the legislative requirements for treatment of people in the workplace.

² This is not an exhaustive list.



Performance and Professionalism (Integrity / Tū Māia):

It is the NZDF's expectation that when performing their duties, employees will commit themselves to the best of their ability and will act with honesty and integrity at all times.

Examples of how employees can meet this expectation is by:

- acting professionally, responsively and with integrity, in everything we say and do;
- leading by example;
- taking responsibility and accepting accountability for our decisions, actions and behaviours;
- ensuring we act in accordance with established policies and procedures, lawfully given instructions, applicable Defence Force Orders (DFOs), Defence Force Instructions (DFIs), and legislation.
- making all reasonable efforts to meet the performance and behavioural expectations that have been set for us;
- working to the best of our abilities, dedicating our time and attention to our work while we are working;
- being present at work as required, and complying with expectations of attendance and reporting of absences;
- maintaining a professional appearance at work, and always adhering to any dress requirements of the role or task/situation;
- identifying and appropriately acting on opportunities to improve the performance and efficiency of our organisation;
- developing our skills and competence appropriate to our role;
- sharing our knowledge and expertise with colleagues and those who report to us; and
- positively reinforcing and acknowledging the contributions of our colleagues, and challenging actions and behaviours that don't meet our standards.

Respecting and Supporting Each Other (Comradeship / Tū Tira):

It is the NZDF's expectation that employees will interact with each other, colleagues, other members of the NZDF and stakeholders; respectfully, courteously, and inclusively, and will contribute positively to creating and maintaining a great place to work.

Examples of how employees can meet this expectation is by:

- treating everyone we come into contact with fairly, inclusively and with respect;
- acting consistently with NZDF's obligation to provide a safe workplace free from inappropriate, unacceptable and harmful behaviours;
- supporting the NZDF in complying with its obligations as part of the Crown under the Treaty of Waitangi (Te Tiriti o Waitangi) to Māori;
- demonstrating and promoting safe workplace behaviours. This includes identifying and appropriately acting on any risks or threats to the health, safety and security of the NZDF or its members, and actively participating in any training or communication programme designed to improve our workplace safety and security;
- ensuring any conflict between parties is handled constructively and respectfully;



- ensuring that all interactions with external parties and stakeholders reflect well on the reputation of the NZDF; and
- conducting communications with respect and professionalism.

Accountability (Courage / Tū Kaha and Integrity / Tū Māia)

It is the NZDF's expectation that employees will do what is expected of them, that we will act with transparency, courage and integrity. Employees will exercise self management at work and in our private lives, and will advise our manager of any changes in our personal circumstances that could impact on the safe and effective completion of our duties, or that may impact on the perception of our integrity and professionalism, or impact on our ability to maintain any required security clearance.

Examples of how employees can meet this expectation is by:

- complying with the law at all times, and declaring any criminal convictions or criminal proceedings we may be subject to;
- upholding the policies, procedures and standards of the NZDF;
- being transparent and accountable in decision making by ensuring decisions are documented, justifiable, appropriate and comply with sound principles of public administration;
- ensuring our decisions are always objective and can withstand scrutiny;
- acting within our delegated authority limits at all times and using public funds responsibly and with prudence;
- addressing your own behaviour or anyone else's behaviour if it falls below the behaviours expected by the NZDF;
- owning your actions and behaviours and acknowledging your mistakes;
- maintaining appropriate professional boundaries and relationships at all times in the workplace;
- using NZDF's resources, equipment, information and IT systems responsibly and for their intended purpose;
- complying with physical, personnel and information security requirements. This includes taking any necessary actions required to obtain and retain the level of security clearance required to perform our roles, and appropriately challenging or reporting any security breaches we may witness;
- acting in accordance with NZDF policy on acceptable social media behaviour, and refraining from making unauthorised comments to the media or on social media;
- never using or misusing our position for personal gain;
- declaring any gifts received or declining any gifts or benefits that place us under any obligation or perceived influence;
- avoiding lending to or borrowing money from other members of the NZDF; and
- understanding and adhering to the NZDF's fraud prevention provisions.



Impartiality (Commitment / Tū Tika)

It is the NZDF's expectation that employees will carry out the functions of the NZDF, and be impartial and politically neutral in serving the government of the day.

Examples of how employees can meet this expectation is by:

- respecting the authority of the government of the day;
- maintain the political neutrality required to enable us to work with current and future governments;
- proactively disclosing to your manager any conflict or potential conflict of interest (including any secondary employment);
- carry out the functions of the NZDF, unaffected by our personal beliefs;
- ensuring all information and statements provided to the media are authorised and communicated through the appropriate spokespeople; and
- supporting the NZDF to provide robust and unbiased advice and service.

When Expectations are not met

At the NZDF we expect a very high standard of professional and personal behaviour. Sometimes employees perform, act or behave in ways that don't comply with the expected standards of behaviour of the NZDF. This type of behaviour may result in disciplinary action.

If an activity, behaviour or conduct is identified as potentially unacceptable or of concern, the NZDF will follow a fair and reasonable process, appropriate to the alleged actions. We will judge every situation on its own merits and circumstances.

If an employee's behaviour is inconsistent with the Code of Conduct, there are a range of options. This may include further development or support to bring the behaviour up to the standard required or expected. For more serious misconduct, disciplinary action may result, which could include warnings or the termination of employment, the cancellation of a contract, or the removal of authority to be in a Defence Area, or place of work.

The Discipline Policy is at Annex A (but does not apply to contractors or consultants). This provides the NZDF with the means to take appropriate action to address unacceptable actions or behaviours where employment is continuing, and reiterate future behavioural expectation for the employee.



Civil Staff Code of Conduct Declaration

I, _____, confirm that I have received, read, understood and will comply with the Code of Conduct, including Annex A: The Civil Staff Discipline Policy. I understand that if, at any time, I am unclear about any of the content, or I am at risk of breaching the Code of Conduct, I can discuss this with my manager, another manager or any other member of the NZDF. I understand that if I breach the Code of Conduct, this may lead to disciplinary action, including dismissal. I understand the NZDF may review, update, vary or amend this Code of Conduct from time to time, and that I am responsible for ensuring that I remain familiar with, and comply with, the Code of Conduct, including any subsequent amendments or variations. I understand that where there is discrepancy or conflict in interpretation, the English version of the code of conduct will prevail.

Signed: _____ Date _____ / _____ / 20