

## 05

## People Competencies

### Ethics and Integrity (Role Model, Values)

A role model for ethical conduct and promotes a values-based approach to doing business, as a potential basis of competitive advantage and as a clear basis for long-term sustainable business success. Highly credible and acts with personal integrity, matching words with action and generating trust. Ensures that organisation values (such as ethics and integrity) are integrated into company problem solving and decision making. Promotes an ethical way to do business and in resolving ethical dilemmas, will take the required action, consistent with organisation values.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>• Considered approachable, supportive, fair, and willing to listen, within the team. Works to better understand team member concerns and will discuss difficult issues, in an open manner.</li> <li>• Personally open to development, will avoid being “defensive” and will admit mistakes and seek assistance where this is required.</li> <li>• Understands the need to follow established practice, particularly with regard to matters which are subject to the law or regulation.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>• Within the marketing team, identifies ethical dilemmas and conflicts of interest and will coach and support the team to make the correct decisions and take the right action.</li> <li>• Accountable for the performance of the marketing team and will be constructive in addressing poor performance and will not seek to blame others or make excuses.</li> <li>• Acts as a role model for ethical conduct and behaves with personal integrity. Matches words with deeds and will lead by example, even if this comes at a personal cost.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>• In leading marketing function, will model ethical behaviour and seek to promote the organisation’s core values to team members.</li> <li>• Fosters open discussion and debate. Encourages discussion on ethical dilemmas and will not discourage team member from delivering “bad news” or raising difficult issues.</li> <li>• Builds stronger teams by bringing together people with different styles and approaches, creating a diverse approach to problem solving and decision making.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>• Respects and values the perspectives and contributions of peers, even when styles and approaches are different or are in conflict with own functional interests.</li> <li>• Displays courage and communicates openly and honestly, when raising difficult issues relating to organisation values, with the executive team and the board.</li> <li>• Works with the executive team and the board to develop a clear code of conduct with regard to ethics and conflicts of interest.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>• Supports the board in advocating an ethical approach to achieving business success. Ensures that the ethical code of conduct reflects how business is done in practice.</li> <li>• Ensures that the organisation’s system of reward and recognition is closely aligned to motivate sustainable business success and promote ethical conduct.</li> <li>• Supports the board in advocating high ethical standards across the industry, as a means of countering possible pressure for increased statutory regulation.</li> </ul>	<b>6 7</b>