



# NAVY VALUES

SERVING AUSTRALIA WITH PRIDE



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# Serving Australia with Pride

*Serving Australia with Pride* introduces Navy's vision, motto and mission, and defines the values and behaviours that are expected of all Navy people. It explains the Navy's expectations of you, and also what you can expect from the Navy.

The values define what is important to the Navy as a whole and to its people individually. They communicate to others what makes us distinctive as an organisation, and what we collectively stand for.

To help us live out the values, I have endorsed ten signature behaviours. These behaviours describe us at our best - how we ideally live and work together on a day to day basis in the Navy. They apply at sea and ashore, on duty and off. When we are behaving in accordance with these signature behaviours we will be living out our Navy values.

I see the Navy's values and signature behaviours as vital to ensuring we all enjoy being part of a professional work environment that makes and executes strategic decisions, supports people during and beyond their service and empowers everyone to make a respected contribution.

We will all need to work at this. Personally, I will use our values and signature behaviours continuously to guide my actions and the decisions that I make and execute for the Navy to ensure our vision and mission are realised.

R.H. CRANE, AM, CSM  
Vice Admiral  
Chief of Navy  
Sep 2009

## Our vision is to be:

An Australian Navy renowned for excellence in service to the nation

## Our vision is consistently interpreted and shared by all through our motto:

Navy - Serving Australia with Pride

## Which we will deliver through our mission:

To fight and win in the maritime environment

## We demonstrate what we stand for through our values:

Honour, Honesty, Courage, Integrity and Loyalty

## We live our values through our signature behaviours:

1. Respect the contribution of every individual
2. Promote the wellbeing and development of all Navy people
3. Communicate well and regularly
4. Challenge and innovate
5. Be cost conscious
6. Fix problems, take action
7. Drive decision making down
8. Strengthen relationships across and beyond Navy
9. Be the best I can
10. Make Navy proud, make Australia proud

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# WHY HAVE VALUES AND BEHAVIOURS?

Knowing our values and what they stand for is critical to every person working in and supporting the Navy. Whether we are working within the Navy or representing the Navy in the community, the values make clear:

- What the Navy collectively stands for and what brings Navy's people together
- What is important to the Navy and therefore what we should jointly work towards
- What is considered acceptable or unacceptable in the Navy environment
- How to act and interact with others, whether this be our shipmates, colleagues, superiors, subordinates, Defence partners or the broader community
- What we can reasonably expect of others, and what they will expect of us
- How to make principles based decisions rather than needing a rule for every situation

In short, the values provide a compass to keep us moving in the right direction.

Similarly, knowing our ten signature behaviours is equally as important. This is because these behaviours spell out for us how we can live Navy's values in a more tangible way.

If we all commit to living Navy's values and signature behaviours each member will feel a sense of pride, achievement, fulfilment and personal satisfaction.





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# OUR VALUES

## HONOUR

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Honour is the fundamental value on which the Navy's and each person's reputation depends.

Honour reflects our moral and ethical standards. It demands strength of will and inspires physical effort and selfless service. Honour guides our actions in a way explicit rules cannot; it shapes our conscience and determines our notions of pride, self-respect and shame.

Honour is about the pride we feel in ourselves and each other, knowing that we have given our all to complete our mission professionally.

Honour is about the every day actions we take to ensure that we do the best we can by each other.

When we consistently behave with honour we gain the trust, respect and support of our shipmates and our community.



# Honour



## HONESTY

Honesty is always being true to ourselves, our shipmates and our colleagues.

Honesty demands we face our shortcomings. We must be open and upfront with each other and ourselves. Honesty drives personal and professional growth. A lack of honesty hinders improvement, allows incompetence to be swept under the carpet and encourages failings to be ignored. Honesty enables us to serve with a clear conscience, sincerity and selflessness.

Honesty means recognising, admitting to, and correcting our own mistakes.

We all need to be honest with the people we work with, even if providing difficult feedback sometimes feels uncomfortable.

We need to create an environment where people are not scared to be honest. Our safety, mission effectiveness and success depend on it.



# Honesty



## COURAGE

Courage is the strength of character to do what is right in the face of adversity.

Courage demands unwavering obedience to moral principles. Courage drives responsibility, humility and personal example. No amount of education or experience can overcome a deficiency of courage.

Courage is about knowing that the job we have to do is worth the risk and being committed to getting it done.

Courage is not just about physical bravery. It includes the courage to be responsible and to stand up for our beliefs and morals.

Courage sometimes means confronting our own limitations and recognising the weaknesses in our own habits and attitudes.



# Courage



## INTEGRITY

Integrity is being committed to always doing what is right, no matter what the consequences.

Integrity is unforgiving: if it's not right, don't do it - if it's not true, don't say it. Our integrity defines our moral power and underpins our fighting spirit. As people of integrity we confront and overcome wrong regardless of personal cost.

Integrity means being genuine and acting in accordance with what we think and believe to be right.

Integrity is being trustworthy and transparent in our actions and words.

Integrity is measured by how closely our actions reflect our personal standards, and how consistently we behave.



# Integrity



## LOYALTY

Loyalty is being committed to each other and to our duty of service to Australia.

Loyalty is a reciprocal obligation of our shared and mutual commitments to each other and to the nation. It requires we acknowledge commendable effort and that we accept responsibility and accountability for our actions and for those of our subordinates.

Loyalty to your shipmates and colleagues means respecting them as individuals and treating them fairly and courteously.

Loyalty is about standing by your family, friends and the Navy through the bad times as well as the good.

Collectively we are responsible to support Navy's individuals, families and partners who contribute to fulfilling our mission.



# Loyalty

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# Our signature behaviours

PEOPLE	Respect the contribution of every individual
	Promote the wellbeing and development of all Navy people
	Communicate well and regularly
PERFORMANCE	Challenge and innovate
	Be cost conscious
	Fix problems, take action
	Drive decision making down
PROFESSIONALISM	Strengthen relationships across and beyond Navy
	Be the best I can
	Make Navy proud, make Australia proud

<ul style="list-style-type: none"> <li>· Recognise the value of each person's contribution to Navy</li> <li>· Be respectful of role, experience and background</li> <li>· Value diversity</li> </ul>
<ul style="list-style-type: none"> <li>· Develop Navy people to their full potential</li> <li>· Know and care for people</li> <li>· Keep people at the core of all decisions</li> <li>· Build the team – provide guidance and challenge their abilities</li> </ul>
<ul style="list-style-type: none"> <li>· Keep your team informed</li> <li>· Be clear, consistent, timely and accurate</li> <li>· Engage thoughtfully and check for understanding</li> <li>· Express and receive feedback graciously</li> </ul>
<ul style="list-style-type: none"> <li>· Challenge, question and be open to change</li> <li>· Generate new ideas</li> <li>· Support creative solutions</li> </ul>
<ul style="list-style-type: none"> <li>· Understand the cost implications of the decisions you make</li> <li>· Find solutions that are enduring, efficient and add value</li> <li>· Use it like you own it</li> </ul>
<ul style="list-style-type: none"> <li>· Seek and accept responsibility</li> <li>· Take ownership of what you say you will do</li> <li>· Turn your ideas into actions</li> <li>· Be a part of an effective solution</li> </ul>
<ul style="list-style-type: none"> <li>· Make sound, timely decisions based on principles not just rules</li> <li>· Drive decisions to the appropriate level</li> <li>· Trust and support people to make good decisions</li> </ul>
<ul style="list-style-type: none"> <li>· Work together to identify and achieve common purposes and objectives</li> <li>· Build inclusive partnerships</li> <li>· Deliver on Navy's promises, and do it well</li> </ul>
<ul style="list-style-type: none"> <li>· Strive for professional excellence</li> <li>· Know yourself and seek self-improvement</li> <li>· Maintain your personal wellbeing</li> </ul>
<ul style="list-style-type: none"> <li>· Lead by example</li> <li>· Value Navy's identity and reputation</li> <li>· Live Navy's values</li> </ul>

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# OUR SIGNATURE BEHAVIOURS



To assist us in demonstrating the values in a practical sense, the Navy has ten signature behaviours. They focus on three important parts of Navy life our: People, Performance and Professionalism.

The signature behaviours reflect the Navy's desired culture, which supports people during and beyond their service, makes and executes decisions, and empowers everyone to make a respected contribution.

Through the consistent demonstration of these signature behaviours by all personnel, the Navy will successfully adopt and sustain this desired culture.



## SIGNATURE BEHAVIOURS - PEOPLE

*The first three signature behaviours relate to how we behave towards each other*

### Respect the contribution of every individual

- Recognise the value of each person's contribution to Navy
- Be respectful of role, experience and background
- Value diversity

Navy members are currently doing this in the following ways:

- > "When planning an activity, I am conscious of my team's strengths and weaknesses. Even if people can't actively participate, I look for other roles that allow each person to support the activity and feel that they are making a worthwhile contribution."
- > "When in discussion about the activities of my team, I use 'we completed', 'we achieved' instead of 'I completed', 'I achieved'. We all contributed to the task, so we should all feel proud of what we achieved by our teamwork."
- > "I see the value brought to Navy by people with civilian experience. I appreciate the diversity that all people bring to my team because of their different backgrounds and experiences."



## SIGNATURE BEHAVIOURS - PEOPLE

### Promote the wellbeing and development of all Navy people

- Develop Navy people to their full potential
- Know and care for people
- Keep people at the core of all decisions
- Build the team – provide guidance and challenge their abilities

Navy members are currently doing this in the following ways:

- > “I engage people in my work unit in friendly conversation. I take a genuine interest in their wellbeing, and I feel that they will take a similar interest in mine.”
- > “I know that people who are happy at home are happier at work. I try to keep a focus on work / life balance both for myself and for my team.”
- > “When on course, I encourage the use of study groups so everyone feels supported and people who catch on quickly can help those who might otherwise find difficulty.”
- > “I like seeing people doing the right thing and praising them for it, regardless how insignificant it may first appear.”



## SIGNATURE BEHAVIOURS - PEOPLE

### Communicate well and regularly

- Keep your team informed
- Be clear, consistent, timely and accurate
- Engage thoughtfully and check for understanding
- Express and receive feedback graciously

Navy members are currently doing this in the following ways:

- > “I participate actively in monthly divisional meetings, they are held to ensure accurate and relevant information is presented to the team, so that we can make well informed decisions.”
- > “I take charge of my career; I talk to the people in my divisional system to obtain and relay information to help me achieve my goals.”
- > “I encourage my team to pass ideas back and forth and do this by example.”



## SIGNATURE BEHAVIOURS - PERFORMANCE

*The next four signature behaviours relate to how we behave in the way we perform our jobs.*

### Challenge and innovate

- Challenge, question and be open to change
- Generate new ideas
- Support creative solutions

Navy members are currently doing this in the following ways:

- > “I know that fostering an open environment for suggestions leads to improving our opportunities and organisational goals.”
- > “I allow my team to identify problems and propose and develop solutions by letting them know there is always more than one solution.”
- > “I challenge my team and encourage innovation, allowing them to take ownership of the problem and the solution while providing my guidance and support.”



## SIGNATURE BEHAVIOURS - PERFORMANCE

### Be cost conscious

- Understand the cost implications of the decisions you make
- Find solutions that are enduring, efficient and add value
- Use it like you own it

Navy members are currently doing this in the following ways:

- > “We are all responsible for ensuring that the Navy receives the best value for money in its day-to-day operations, and in its expenditure on goods and services. Using resources in the most efficient way means that more is available for the sharp end, and ensures that Navy is performing at its best.”
- > “Solving big problems costs more than solving small ones. Small problems become big ones if left untreated.”



## SIGNATURE BEHAVIOURS - PERFORMANCE

### Fix problems, take action

- Seek and accept responsibility
- Take ownership of what you say you will do
- Turn your ideas into actions
- Be a part of an effective solution

Navy members are currently doing this in the following ways:

- > “When I encounter a hazardous situation or occurrence, I will take ownership of it and attempt to resolve it at my level before referring to a higher authority.”
- > “When there is a disagreement in my team, I proactively talk through the differences and come to a mutually acceptable agreement.”



## SIGNATURE BEHAVIOURS - PERFORMANCE

### Drive decision making down

- Make sound, timely decisions based on principles not just rules
- Drive decisions to the appropriate level
- Trust and support people to make good decisions

Navy members are currently doing this in the following ways:

- > “Promoting a team-based approach to decision making, my team seeks and makes decisions that are focused on achieving all organisational goals and not just personal goals.”
- > “By empowering my team at the lowest possible level allows them to have more confidence and experience in the decision making processes.”



## SIGNATURE BEHAVIOURS - PROFESSIONALISM

*The last three signature behaviours relate to how we behave while representing Navy in a professional manner.*

### Strengthen relationships across and beyond Navy

- Work together to identify and achieve common purposes and objectives
- Build inclusive partnerships
- Deliver on Navy's promises, and do it well

Navy members are currently doing this in the following ways:

- > "There is no 'us and them'. Everyone in the Defence organisation is working towards a common goal – The defence of Australia and our national interests."
- > "I portray a professional and flexible approach to all I deal with. I understand that other people's priorities may not be exactly the same as mine."
- > "I showcase Navy as an employer of choice when dealing with the wider community."



## SIGNATURE BEHAVIOURS - PROFESSIONALISM

### Be the best I can

- Strive for professional excellence
- Know yourself and seek self-improvement
- Maintain your personal wellbeing

Navy members are currently doing this in the following ways:

- > “I reflect on who I am, I know my strengths and weaknesses. If I catch myself being anything less than my best, I strive harder.”
- > “When I make a mistake, I take responsibility and take appropriate action to improve.”
- > “When I lead by good example it influences those around me and it has a lasting effect on their behaviour and performance.”



## SIGNATURE BEHAVIOURS - PROFESSIONALISM

### Make Navy proud, make Australia proud

- Lead by example
- Value Navy's identity and reputation
- Live Navy's values

Navy members are currently doing this in the following ways:

- > "I think of the effect of my actions and how my family, shipmates and community will perceive me."
- > "I lead by example in a manner that brings credit to myself, Navy and my family."
- > "If I wear my uniform in public, I understand that I am the face of Navy to the public. I am polite when people engage me in conversation, and happily discuss what I can about my service life."