Contents

Operational plans

The information contained in the strategic plan is used to develop operational plans. Operational plans focus on short-term goals, outlining exactly what needs to be done by each work group or department in the organisation to achieve those goals. Operational plans may also be termed action plans, annual plans, management plans or tactical plans.

Operational plans:

- usually cover one year
- provide finer details on how tasks should be carried out on a day-to-day basis
- have a more restricted scope, such as the operations of a single department
- are developed by middle- and lower-level management to meet short-range objectives.

Align HR with strategic and operational plans

Analysing your organisation's strategic and operational plans is essential to determine the HR requirements of your business. The HR strategies you develop must accurately reflect the strategic direction of your organisation to ensure an appropriate fit.

The following elements of your organisation's strategic and operational plans should be analysed.

Mission statement

The mission statement is the overarching, timeless expression of your organisation's purpose and direction, addressing both what you aim to achieve and the manner in which the organisation seeks to achieve it. The mission statement declares the reason your organisation exists.

Vision statement

The vision statement is a short, succinct statement of your organisation's future and describes what the business aims to look like in five or more years.

Values statement

The values statement describes your organisation's distinctive core beliefs. They are the guiding principles that never change and form part of the organisation's strategic foundation.

2 Select training programs or other learning or professional development activities (on- or off-the-job) to develop the desired skills and/or knowledge.

3 Produce individual training and development plans for each employee.

4 Assess the competency of each employee.

Employee Assistance Programs and counselling

As an HR manager, you may need to take action over an employee's unsatisfactory work performance, inappropriate conduct or unethical behaviour. Where dismissal is not justified, the options may include counselling, discipline, a warning, suspension, fine, withholding pay or referral to an Employee Assistance Program (EAP). You should select an action that is appropriate to the circumstances of each case and ensure that any action taken improves the employee's performance, or prevents a recurrence of the conduct or behaviour.

Counselling usually involves a discussion with the employee that discovers the root cause of the issue and outlines what is required of the individual moving forward. There may be situations where you are required to instigate remedial action, such as extra assistance, or the appointment of a workplace mentor or coach.

Counselling is suitable in situations where an issue is unlikely to result in serious consequences.

Counselling and EAPs can help employees to:
- improve work performance
- adjust to organisational change
- deal with interpersonal conflict
- manage grief and loss
- eliminate emotional stress
- manage relationships, or personal and family issues
- alleviate financial stress
- deal with psychological trauma
- respond to critical workplace incidents.

Discrimination, vilification and harassment advice

HR professionals are responsible for providing advice relating to claims of discrimination, vilification or harassment in the workplace. Federal, state and territory legislation relating to anti-discrimination and equal opportunity contains prohibitions designed to protect people from discrimination, vilification and harassment on the grounds of their individual differences.

Remuneration and benefits advice

Remuneration refers to the cash rewards employees receive for working in your organisation, including the base salary, bonuses, incentive payments and allowances. Benefits are the indirect or non-cash compensation offered to employees to reinforce the attractiveness of an organisation as a place to work. Benefits include superannuation, life or health insurance, leave entitlements or tuition refund programs.

As an HR manager, you are responsible for determining the level of salary and benefits for a position or employee within your organisation. You should make decisions and implement HR strategies that attract, engage, motivate and retain employees.

The responsibilities of HR managers and professionals relating to remuneration and benefits are described below.

Remuneration

HR professionals are responsible for setting salaries within an organisation, including salary packaging and finding and utilising salary surveys. You should be familiar with the minimum wages and conditions an employee is entitled to under modern awards or enterprise agreements.

Benefits

HR professionals are responsible for setting non-salary rewards and benefits that may be offered to employees to recognise the contribution they make in their role. This might include tangible rewards, such as bonuses, technology or vehicles; or intangible benefits, such as flexible working arrangements or a positive work culture. Benefits and rewards contribute to employee motivation, engagement and retention.

Motivation

Other features outside of salary, benefits and rewards may be important to employees, helping them to engage with an organisation, and motivating them to perform well in their role. HR service delivery should be carried out in a way that promotes an inclusive work environment where employees are encouraged to contribute to decision-making, as well as to create positive workplace relationships.

Retention

HR professionals are responsible for implementing HR strategies to retain employees in their role or within the wider organisation. You play a pivotal role in ensuring the right employees are retained to meet the current and future needs of your organisation.

Global trends

Latest research suggests the key global trends in HRM include:

- a change in the role of HR practitioners from employee relations managers to workforce and organisational development leaders
- new partnerships and relationships with government and the community
- globalisation and dealing with expatriates and adapting head office HR for operations in other countries
- workplace flexibility
- generational diversity to respond to the ageing workforce
- managing the impacts of acquisitions, mergers and downsizing.

Impact of recent trends and practices

The ageing population, casualisation of the workforce (including the use of contractors) and the outsourcing of operational activities are examples of trends that HR needs to be aware of. How other organisations are managing these trends, including the development and implementation of new policies, can provide insights into how your organisation might proceed. Many organisations look for best practice as a means of informing their own practice. For example, an insight into how another top-performing organisation has addressed the recruitment and induction of older employees can be a useful starting point when an organisation determines that it also needs to address this issue.

Example: review the impact of the external business environment on human resources needs

Many organisations are becoming increasingly concerned about how they will manage an ageing workforce. One public service organisation has dealt with the challenge by doing the following:

- Created equal employment opportunities (EEO) for all employees
- Introduced a recruitment strategy to draw from the widest-possible talent pool across all age groups
- Introduced an age-balanced skills development program
- Created an environment that encourages employees to balance their work and personal responsibilities
- Encouraged employees to be more flexible about their careers in a changing work environment
- Implemented redundancy policies that do not discriminate
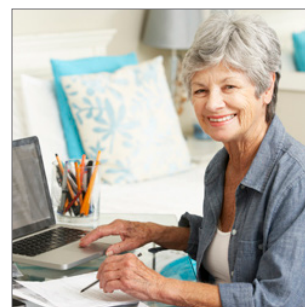
Eye contact

It is common practice in Australian culture to look someone in the eye when communicating with them; however, in some cultures, not having direct eye contact shows respect. You must consider when it is appropriate to make direct eye contact and identify situations when it may cause offence.

Emotional expression

In some cultures it is not always appropriate to smile or to overtly express emotions such as grief and loss. For example, in some Asian cultures, people sometimes use smiles to cover sadness, worry or anger, in order to be polite.

Personal appearance

A fundamental policy developed by HR is your organisation's dress code. To ensure you meet the culturally diverse needs of your workforce you must determine what is considered appropriate clothing, and identify the varying definitions of 'clean and tidy'.

Greetings

You should identify the different forms of address or greetings expected or practised by your organisation's employees. Find out what is the most appropriate way to address others and make sure you pronounce their name correctly. In some cultures there may be differences in addressing people who are older or younger than you.

Behaviours

Your employees may behave in ways that are attributed to their cultural differences. Do not make assumptions about a person's behaviour based on what would make sense in your own culture. Discover the reasons behind a person's behaviour and ensure work practices allow that person to express themselves in a way that makes them comfortable, while adhering to WHS procedures.

The risk management process is a continuous cycle, involving the following steps.

Identify risks	• What are the possible risks? • How many risks are there?

Assess risks	• How serious are the risks? • How likely are they to occur? • What are the possible impacts or consequences? That is, what is their risk level? • What priority should be placed on controlling these risks, given the above?

Control the risks	• What strategies can we use to control the risks; that is, accept, transfer, avoid and reduce? • What is involved in this? • How much will it cost? • How long will it take? • What is the desired outcome? • Implementation of control

Review controls	• Did the controls work? • How effective were they? • Could they be improved? • What else can we do?

Identify and analyse risks

The following provides an outline of how risks can be identified and analysed.

Identifying risks

Risks can be identified through brainstorming and consulting with teams, specialists and other managers about likely risk scenarios and issues. The team or group can also review documentation related to previous projects or change initiatives to identify indicators of risk, which may include:

• budget overruns

• impact on service delivery and loss of production capability

• loss of key HR members.

The Australian Human Rights Commission can provide information and advice for workplaces, while the Fair Work Ombudsman provides resources about how to prevent discrimination in the workplace. Relevant legislation can be accessed at: www.business.gov.au/business-topics/employing-people/Pages/equal-employment-opportunity-and-anti-discrimination.aspx.

Federal anti-discrimination legislation
Age Discrimination Act 2004 (Cth)
Australian Human Rights Commission Act 1986 (Cth)
Disability Discrimination Act 1992 (Cth)
Racial Discrimination Act 1975 (Cth)
Sex Discrimination Act 1984 (Cth)

Privacy legislation

The *Privacy Act 1988* (Cth) is an Australian law that regulates the handling of personal information about individuals.

There are 13 Australian Privacy Principles that regulate how personal information is handled and are listed below.

Australian Privacy Principles
1. Open and transparent management of personal information
2. Anonymity and pseudonymity
3. Collection of solicited personal information
4. Dealing with unsolicited personal information
5. Notification of the collection of personal information
6. Use or disclosure of personal information
7. Direct marketing
8. Cross-border disclosure of personal information
9. Adoption, use or disclosure of government related identifiers
10. Quality of personal information
11. Security of personal information
12. Access to personal information
13. Correction of personal information

Further information is available at: www.oaic.gov.au/privacy/privacy-act/australian-privacy-principles.

5

Human resource strategic objectives

HR objectives to implement strategy should be specific, measurable, attainable, realistic and timely (SMART). They should be focused on strategic outcomes and results, not solely on the activities being undertaken. Objectives might make up several key result areas which all come under the particular HR strategy.

For example, key result areas relating to a workplace diversity strategy may include leadership, recruitment and selection, communication and training. A recruitment and selection objective relating to workplace diversity may be to ensure employees and those seeking employment with an organisation are treated fairly and equitably in accessing employment opportunities and in selection and promotion processes.

6

Action plan

The action plan details key HR activities against the strategic objectives, allocates responsibilities and time frames, and outlines monitoring, evaluation and review processes.

For example, an action plan for a workplace diversity strategy may include developing workplace diversity policy and procedures, developing an internal training program, or making a policy accessible on an organisational intranet.

7

Roles and responsibilities

The roles and responsibilities of the employer, management staff, and all other employees in implementing the HR strategy should be clearly defined.

For example, the role of an employee in implementing a workplace diversity strategy could include behaving in ways that actively contribute to the improvement of a culture in which diversity is valued among team members.

8

Monitoring, evaluation and review

KPIs may be developed to evaluate and report on the effectiveness and outcomes of the HR strategy. HR services should have clearly articulated performance measures. Without these, it will be difficult for HR to demonstrate how it contributes positively to business performance. Dates should be set for HR policy reviews.

9

Resources

Sometimes it may be necessary to ensure resources are made available to support managers and employees in implementing an HR strategy or policy. Resources could include legislation, regulations, codes, standards, government publications or links to websites.

For example, resources relating to a workplace diversity strategy may include a link to the Human Rights Commission website.

... continued

HR strategy and action plan	
Strategy:	Workplace diversity
Objective:	HR team to provide all employees with the skills and knowledge to prevent and deal with any harassment or bullying behaviours in the workplace.
Legal framework:	
Developer:	

Item	Action	Costs/ resources	Person responsible	Deadline
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

... continued

Skills and experience:	Minimum five years' experience in a human resources management role, with the ability to demonstrate the following skills: • Management of HR service delivery, including recruitment and selection, benefits administration, performance management, learning and development, compensation and wage structure, diversity management, termination and redundancy, and career management and planning • Sound understanding of HR practices and laws in Australia • Strong administrative and organisational skills • Excellent interpersonal communication skills • Strong analytical skills
Competencies/ personal attributes:	• Emotional intelligence – the ability to practise self-awareness, self-regulation, self-motivation and social awareness • Strategic thinking – the ability to analyse the organisation's competitive position by considering market and industry trends • Motivational support – the ability to enhance others' commitment to their work • Teamwork – the ability to demonstrate interest, skills and success in getting groups to work collaboratively • Managing performance – the ability to take responsibility for one's own performance, and the performance of team members • Managing change – the ability to demonstrate support for innovation and for the organisational changes needed to improve organisational effectiveness
Relationships:	• Ongoing contact with finance department in relation to employee remuneration, compensation and benefits • Daily supervision of HR team members • Implementation of HR policies relating to EEO, WHS, performance management and flexible work arrangements

- Ensure that managers and staff are property trained in relation to implementing the HR services and strategies.
- Ensure there is a regular, ongoing communication strategy on HR services.

Type of information

The communications strategy should fully inform internal and external stakeholders about all aspects of HR services and strategies to ensure the comprehensive distribution of information is achieved. Of particular importance is the need to identify and describe the benefits that HR services and strategies will bring to specific stakeholders. This is the key to gaining acceptance, approval of and commitment to HR objectives.

HR service and strategy information may include:

- HR philosophies, values and objectives
- the objectives of HR services and strategies
- reasons for change initiatives
- benefits of HR services and strategies
- details of consultative processes
- the desired results of HR services and strategies
- the legal rights of stakeholders
- feedback mechanisms
- the aim of HR planning processes

- alignment of HR services with business goals
- implications of organisational change
- impact on roles and responsibilities
- any action to be taken by stakeholders
- a timeline for implementation
- who stakeholders should contact with queries
- the ethical obligations of stakeholders
- requests for contributions.

Develop the communication document

Once you have identified the relevant stakeholders who will receive the information, selected the most appropriate communication channel, and identified the HR service and strategy information to be provided, you should develop the document to be distributed.

Documents may be paper-based or electronic. Either way, the same principles of effective written communication and visual presentation apply.

Here is a process for developing a document to communicate HR services and strategies to relevant stakeholders.

Process for developing the communication document
1. Collect and organise the relevant information about the HR service and strategy you wish to communicate.
2. Plan the document using a communication strategy that assists you to identify the correct channels, methods and forms to present the information.
3. Draft the document and seek approval from the relevant line or senior manager.
4. Proofread and edit the document to ensure the information is accurate and up-to-date.
5. Produce the final copy and prepare for manual or electronic distribution.

Incentives

Just because a service agreement has been structured in a certain way does not mean the client group has to follow it. In traditional service agreements, when a service provider fails to meet one or more of its obligations in the agreement, the client may be awarded incentives or credits. It would be more beneficial to both parties to include a model that resolves service issues as they arise to provide a direct correlation between issues with the service provider and the client's means of rectifying underperformance.

Performance standards

The service agreement should include a high baseline for performance expectations. Rather than meeting existing levels of service, the client requires a service provider to improve standards at a higher level. Specialist HR consultants should have the knowledge, skills and expertise to make identifiable improvements to HR service delivery and performance levels should be set accordingly.

Underperformance

When a new service agreement is developed, both parties should identify what the client can do if the service provider fails to perform at an expected standard. For example, the agreement might specify that a meeting take place between the service provider and client group representatives to immediately identify causes of performance issues and determine remedial action. Alternatively, the agreement might demand immediate attention from the service provider until a problem is resolved, rather than a reduction in service provider fees.

Options for rectifying underperformance or addressing issues of non-performance should be efficient and effective to ensure the continuation of the HR services.

Leverage

When outsourcing HR services, the client's greatest leverage is being able to select from a range of potential service providers. A service provider should negotiate an agreement based on existing service baseline capabilities, rather than agreeing to perform services beyond its operational capacity. Client groups will outsource to HR service providers who can deliver the service, at a reasonable cost, in the time frame required.

Actionable indicators
Actionable indicators are KPIs that are within an organisation's control to change. For example, an organisation might increase work health and safety training in an attempt to change the practical indicator of noncompliance.

Financial indicators
All organisations must keep track of their income and expenditure and carefully manage budgeting to make sure the business is profitable. Thinking of finances in terms of KPIs will help an organisation to envision how HR services contribute to the overall financial wellbeing of the business.

Communicate service agreements

Typically, one person will represent the service provider and one person will represent the client group, for the purposes of discussing and negotiating the service agreement. Each representative has a responsibility to communicate the information contained in the service agreement to the employees or consultants they represent.

The person responsible for managing HR service delivery is responsible for negotiating, maintaining and reporting against the service agreement with the client. That person will also meet regularly with the client representative to discuss performance and any service concerns.

Variations to a service agreement must be also discussed and negotiated between the client and service provider representatives.

Example: document and communicate service specifications, performance standards and time frames

An example of a learning and development service schedule is shown here.

Task	Action	Time frame
Strategy development	Develop the learning and development strategy in consultation with the client, covering a number of areas such as current environment, purpose, audience, drivers, commitments, principles and consultative processes.	Within five days of signing the service agreement
Identify learning and development needs	Analyse the learning and development needs of the organisation by conducting a training needs analysis (TNA).	Within three business days
Develop training plans	Following on from the TNA, develop training plans detailing the specific training requirements and delivery arrangements.	Within three business days

Information about internal and external service providers may be sourced from the places listed below.

Information about internal providers	Information about external providers
• Skills, experience and qualifications of HR personnel • Length of time working at the organisation • Whether HR personnel have provided similar services for another section of the organisation • Additional resources required by HR personnel to deliver the services • The cost to the organisation of using HR personnel to deliver a specific service • Feedback received from other client groups • Résumés of internal HR personnel	• An approved list of service providers previously used by the organisation • Word-of-mouth from industry contacts • Internet research, including online reviews • HR business associations or other professional associations • HR service or telephone directories • Social media commentary • Online company profiles of external consultants

Meet client service requirements

The appropriate service provider will need to meet the client's specific requirements to deliver a particular service. Once the client has considered all the factors relevant to its HR service requirements, a decision can be made on the most appropriate service provider to suit the client organisation's needs.

After the client has selected an appropriate provider, it will still need to monitor the services to ensure compliance with the service agreement and operational plans of the organisation.

A checklist of service requirements may include the elements identified below.

Accreditation

The appropriate service provider will be able to deliver accredited services in accordance with the relevant standards and regulations.

For example, a service provider selected to deliver accredited training must comply with the standards set by the Australian Quality Training Framework.

The client group must consider whether the service provider has evidence of its accreditation status, and whether a specific service is included in its scope of accreditation.

2H | Identify the return on investment of human resource services

Return on investment (ROI) is a common profitability ratio used to evaluate the performance of a business by dividing net profit by net worth. ROI deals with the money an organisation invests in HR services and the return the organisation realises on that money, based on the net profit of the business.

The ROI in HR services is not easily measured as it cannot always provide quantifiable financial data about its workload, and does not typically create revenue either.

Nevertheless, internal HR departments or external service providers should try to determine how HR services directly affect an organisation's bottom line to justify where investment should be increased or continued, or identify where it should be reduced or eliminated.

Calculate return on investment

Calculating ROI provides a way for HR service providers to demonstrate the worth of the profession.

Using quantifiable metrics improves the credibility of HR services and allows senior management to identify specific, measurable ways that HR services benefit the organisation. Some examples of ROI in HR and the way ROI is calculated follow.

Examples of ROI in HR

HR can use ROI metrics to analyse the values of its services. For example:

- If an HR service provider is selected to deliver a new work health and safety program, its effectiveness can be measured by the associated reduction in costs of workplace incidents and workers' compensation claims.
- The ROI of a new employee induction program can be measured by assessing the costs saved by associated reductions in staff turnover.
- The ROI of a diversity program can be measured by assessing the costs saved by increased staff productivity (as a result of increased staff morale or motivation).

Advantages of using electronic information systems

- Helps to record business transactions more accurately
- Efficient way to keep information relating to HR service delivery
- Takes up less storage space
- Allows for real-time data entry
- Makes it easy to generate reports, statements or employee records
- Enables automatic reporting functions
- Keeps up-to-date with latest legislative requirements
- Provides facilities to communicate with other system users
- Allows for the safe and secure backup of records

Human resource information systems

Human resource information systems (HRIS) are computerised systems used to gather, store, analyse and retrieve data in order to provide timely and accurate reports on the management of people and HR service delivery. HRIS is a critical tool for integrating HR information into the organisation's business strategy and for demonstrating the positive contribution that HR can make to business performance through effective and efficient management of HR services.

HR business practices must be strategically analysed to develop a technology plan that truly integrates with the organisation. If used correctly, HRIS can provide your organisation with a powerful competitive edge as it provides HR managers with the ability to analyse and estimate costs, savings or benefits, and evaluates HR service delivery.

Here are some advantages of using this tool.

Advantages of HRIS
Improves productivity of HR personnel by simplifying efforts associated with recruitment and selection, payroll processing and benefits administration
Reduces errors from human oversight that may occur in the provision of highly regulated HR services
Designed to review compliance with specific rules and regulations, making it easier to provide HR services in line with laws and regulations
Performs, analyses and reviews metrics associated with various aspects of HR service delivery, such as recruitment costs or calculating staff turnover

5	**Operational management**
	Managers of different sections or departments of the organisation must understand how the findings can be applied to their area of responsibility.

6	**HR personnel**
	The people who work with and for the client group will have ideas about how clients view their experience of HR services and the reasons why experiences are satisfactory or not.

Conduct an HR audit

AN HR audit involves a systematic analysis and evaluation of HR services and provides feedback to management and HR consultants of the value of the HR function to the organisation's strategic objectives.

Using client satisfaction data, HR consultants can generate a meaningful set of measures that can be tracked over time to indicate how well the HR function is performing in terms of relative productivity and cost-effectiveness.

The HR audit facilitates:

- evaluation of the performance of the HR function
- compliance with laws, regulations, policies and procedures
- contribution by the HR service provider to the organisation's strategic objectives
- development of HR professionals by subjecting the HR function to management scrutiny
- improvement of the HR service provider's image with the client or senior management by demonstrating its impact on business profits.

HR audit approaches

Information that can be used as a database for measuring HR services is available from both within the organisation (for example, HR budgets) and outside the organisation (for example, client satisfaction surveys). Although data varies in type, its purpose is to enable HR service providers to establish performance measures, evaluate performance, identify cause and effect relationships, and integrate HR services with organisational objectives.

There are five key approaches to conducting an HR audit. These are described below.

Comparative approach
The audit compares the HR service provider with another provider, or the HR department with another department within the organisation, to uncover areas of poor performance. This approach is used to compare the results of specific HR services or activities and detect areas in need of improvement.

Consultation

Organisations that value employee feedback will consult with relevant employees affected by HR service change proposals and change implementation processes.

Providing opportunities for employees to discuss and provide feedback enables them to understand the issues, become more involved in the change process, and contribute to and influence decision-making. It also encourages employees to take a degree of change ownership and help them work towards the desired change goals.

Respect

Each employee will approach change in their own individual way. There are many variables that will affect how each person views the change process. Employees who feel valued, respected and supported will be more willing to make the necessary adjustments throughout the change process.

Employees should be given time to reflect on their own personal and career goals and seek development opportunities throughout the change process.

Implementation and change

When implementing changes to HR service arrangements and delivery, the fundamental concepts that apply to any change project should be adhered to.

Some change management concepts include:
- ensuring that buy-in, commitment and support for HR services and strategies exists
- allocating the resources needed to implement the HR services and strategies
- clarifying the roles and responsibilities of all employees involved in the process
- establishing agreed time frames for strategy implementation
- incorporating identified performance measures that will be used to measure the effectiveness of HR services and strategies
- communicating the HR plan, including the reasons for the HR plan, how the planned strategies will work and how they will affect employees.

Change management resources

With all new strategies and services comes change. Change must be communicated to employees so they know what to expect and how the change will affect their current team and their immediate roles. There are a variety of reliable change management resources available on the internet to help manage changes in services, some of which are shown here.

Here are some websites that you can access to help manage change:
- Australian Public Service Commission, Change Management resources page, www.apsc. gov.au/projects/resources/human-capital-matters/2014/change-management
- Kotter International, Change management blogs, articles videos and newsletters, www. kotterinternational.com/insights/videos/

Organisational values

An organisation's ethics should reflect organisational values. Every organisation will have a set of values that indicate the type of conduct required by employees when carrying out the operations of the business and responding to ethical issues. Commonly held values can help an organisation to define its culture and beliefs.

HR services and activities should be shaped by core organisational values. These values might be related directly to concepts such as diversity, equal opportunity, mobility, communication, consultation, collaboration and skills development. Many organisations choose to represent their core values in succinct statements or by using action words, while others represent their values as a grid of core actions that employees are expected to adopt.

Even if an organisation does not explicitly spell out its values to guide the actions of its employees, unstated values still play an important role in determining how the organisation confronts ethical issues.

Organisational values are contained in the following documents.

Values statement

A values statement lists the principles that form the ethical foundation for the organisation. These principles then guide the behaviour of employees by describing what is right and wrong. Employees perform their roles and responsibilities in certain ways, using the values as a guide.

Mission statement

A mission statement is a formal summary of an organisation's aims, values and purpose. The mission statement describes to customers what they should expect when dealing with the organisation and helps guide the decisions made by its employees.

Guiding principles

Guiding principles establish an organisation's fundamental norms, rules or ethics that represent what is desirable and affirmative for a particular profession. It helps employees to determine right and wrong behaviours. Principles are more explicit than values and govern action in the workplace.

Code of ethics

A code of ethics is the set of behavioural rules employees should follow to ensure the organisation's values are reflected in all business dealings. Codes of ethics raise ethical expectations, validate ethical positions, motivate ethical decision-making, and prevent misconduct while providing for enforcement.