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| **Core Attributes of UniSA Staff** Descriptors for Professional Staff |  |
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| **Core Attributes of UniSA Staff**Descriptors for Professional Staff (HEO1 - 4) |  |

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| PROVIDES SOLUTIONS | COMMUNICATES WITH IMPACT | LEADS AND WORKS WELL WITH OTHERS | TAKES THE INITIATIVE AND DELIVERS RESULTS |  IS TRUSTED, AUTHENTIC AND SELF AWARE |
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| * Seeks to understand and respond appropriately to client and staff needs and requirements and find ways to improve services.
* Seeks to anticipate possible problems and takes steps to minimise or eliminate risks.
* Is logical and methodical in his/her approach to problem solving and explores relevant sources to inform resolution.
* Considers problems and situations from different angles when initial efforts to solve problems fail.
* Recognises when to escalate an issue and the most appropriate point for its resolution and acts on this.
* Is able to cope with uncertainty and an incomplete set of facts and take action to seek clarity and further information to help develop a feasible and effective solution.
* Seeks to consider the wider impact of any actions on others.
 | * Written communication uses clear language and avoids jargon; contextualises information appropriately and grammar/usage problems are rare.
* Speaks openly and honestly; is diplomatic and tactful, showing respect and open-mindedness for others’ right to a different view.
* Takes action to keep self informed/up to date and takes the opportunity to practice different approaches to improve both written and oral communication skills.
* Practices attentive and active listening and has the patience to hear people out, and asks questions to test for clarity of understanding.
* Uses different communication media appropriately (e.g., e-mail, telephone, face to face meetings) and for greatest effect.
* Seeks to ensure that the timing of communication is effective and reaches the right audience.
 | * Consistently treats others in the same way as one would wish to be treated.
* Understands his/her role within a team, participates willingly and fulfils their designated role and responsibilities in the group.
* Takes responsibility for how his/her work and behaviour impacts on others.
* Seeks opportunities to work with others and to build positive and productive relationships to achieve shared objectives.
* Contributes to creating a positive and productive working environment.
* Openly shares information and values, calls upon and utilises the experience and expertise of colleagues; gives praise and credit when and where it is due.
* Acts constructively to counteract and address other's negative attitudes and behaviours.
 | * Performs and achieves to the best of his/her ability; and applies best efforts to honour commitments.
* Manages own time and workload effectively, and expectations of priorities, is reliable and gets planned work done within deadlines.
* Is determined to see things through to completion; pushes self and others for results.
* Is always open to trying new ways to do things to achieve effective and efficient work outcomes.
* Acts with the customer in mind and seeks to anticipate their needs.
* Willingly asks questions and makes suggestions for better ways of working or completing a task.
* Recognises when to act independently and when to seek advice.
* Takes a can-do approach in good and bad situations.
 | * Is fair, consistent, open and honest in dealings with and treatment of others.
* Takes pride in being trustworthy, keeps confidences and respects privacy.
* Is approachable, patient and does his/her best to relate well to all kinds of people.
* Seeks guidance and feedback when needed, is open to constructive criticism and admits mistakes.
* Strives to continuously learn, seeking work and development opportunities to improve the quality and scope of what they do.
* Tries to always remain composed and not be knocked off balance by the unexpected or lose cool under pressure or stress.
* Doesn't misrepresent him/herself for personal gain.
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| **Core Attributes of UniSA Staff**Descriptors for Professional Staff (HEO5) |  |

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| PROVIDES SOLUTIONS | COMMUNICATES WITH IMPACT | LEADS AND WORKS WELL WITH OTHERS | TAKES THE INITIATIVE AND DELIVERS RESULTS |  IS TRUSTED, AUTHENTIC AND SELF AWARE |
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| * Acknowledges customer issues and accepts responsibility in resolution process.
* Maintains communication at an appropriate level to inform all key stakeholders of progress.
* Supports colleagues to perform their role by receiving, processing and analysing information and provides assistance to others in overcoming challenges.
* Identifies improvements to operational processes and procedures and recommends effective and sustainable changes.
* Applies theoretical principles and uses analytical methods and tools to solve problems.
* Seeks information and views from diverse sources and used these inputs to find solutions or complete work.
* Identifies stakeholders who can contribute to and benefit from decision making activities and takes steps to engage with them.
* Interprets policies and procedures to identify relevant facts and information before making decisions.
 | * Presents verbal and written communication in a clear, concise and accurate manner.
* Shares knowledge and information within timeliness in manners appropriate to particular audiences.
* Actively listens and asks questions to clarify own understanding.
* Uses sound judgement to determine the most effective method of communication in a range of situations with a variety of people.
* Effectively tailors information and own language to the target audience and individual needs.
* Creates long lasting relationships built on effective communication and trust with internal and external stakeholders.
* Identifies and develops practical, useful ways to obtain feedback to improve communication.
* Consistently adopts a sensitive and positive manner in interacting with others.
 | * Draws on experience and evaluates information to identify trends.
* Is positive in the face of set-backs and adversity.
* Works inside and outside of own team to share ideas and information, and actively seeks the ideas and suggestions of others.
* Responds positively to the needs of the team and embraces new opportunities.
* Actively participates in networks outside of their team.
* Builds and maintains effective relationships with colleagues and works effectively as a team member.
* Takes ownership of work and encourages others to accept responsibility for their work.
* Actively supports and assists team members to reach individual and team objectives.
 | * Actively establishes working relationships with all stakeholders.
* Maintains a working knowledge of procedural frameworks that apply to their position and understands how they connect with the broader organisation context.
* Accepts responsibility for own performance and delivers on time and to the required standard.
* Creatively brings together materials from different contexts.
* Challenges the norm and suggests different and original ways to deal with organisational problems and opportunities.
* Recognises that ambiguity exists within the workplace and is able to operate within ambiguous contexts.
* Considers new approaches or solutions to problems and demonstrates taking these forward, with consideration of impact on the work of others.
* Supports new ideas and initiatives with enthusiasm and demonstrates willingness to try unfamiliar tasks.
 | * Develops a strong work ethic and manages own workload autonomously.
* Recognises when to act independently and when to seek help.
* Actively seeks feedback, isn't defensive and gains insights from mistakes.
* Demonstrates self-control and recognises potential pressure points.
* Understands how their emotional responses to a situation influences how they are perceived.
* Critically listens to seek and understand differing perspectives.
* Recognises and acknowledges the emotions of others.
* Is open minded and guided by the desire to treat people equitably.
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| **Core Attributes of UniSA Staff**Descriptors for Professional Staff (HEO6 & 7) |  |

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| PROVIDES SOLUTIONS | COMMUNICATES WITH IMPACT | LEADS AND WORKS WELL WITH OTHERS | TAKES THE INITIATIVE AND DELIVERS RESULTS |  IS TRUSTED, AUTHENTIC AND SELF AWARE |
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| * Demonstrates awareness of internal and external working relationships and how to gather information and promote solutions.
* Understands the impact of solutions on operational business, considers the broader organisational impact and mitigates risk.
* Independently identifies opportunities for improvement, and adapts procedures and/or techniques to be innovative and fit for purpose.
* Can anticipate and discuss the multiple impacts of issues using data, facts, opinion, anecdote and metaphor.
* Integrates desired organisational culture and values when developing and implementing solutions.
* Recognises and considers the optimal timing for broaching and/or implementing changes.
* Seeks input from internal and external sources to develop and refine new ideas and approaches.
 | * Communicates in an influential and articulate manner.
* Recognises communication is contextually based and adjusts style to suit audience and situation.
* Is open to the opinion of others and seeks to understand their position before giving feedback.
* Effectively uses a variety of communication methods when influencing outcomes, e.g. consultation, technology, written, oral, forums etc.
* Constructively and sensitively explains and communicates difficult and unpopular decisions when necessary.
* Considers the wider impact of projects on the business now and into the future.
* Uses understanding of group interactions to move towards a specific outcome.
* Seeks to understand what the audience should think, feel or do and adjusts communication to achieve the desired outcome.
 | * Inspires discretionary effort at individual and team level.
* Holds constructive conversations, seeking to clarify meaning and intent and provides opportunities for others input.
* "Encourages team to share constructive information and ideas to achieve common goals."
* Makes changes to improve personal performance.
* Establishes networks to expand knowledge and enhance outcomes.
* Operates outside comfort zone and embraces challenges.
* Encourages colleagues to embrace new ideas, bounce back after setbacks, pursue development opportunities and take responsibility for own work.
* Makes decisions and judgements fairly and equitably, exercising due care in setting precedents that have flow-on effects for the business or others.
 | * Actively influences stakeholders to sustain effective working relationships and deliver required outcomes.
* Uses judgement to select and navigate through the appropriate procedural framework(s).
* Acts to improve a situation without waiting for explicit direction.
* Holds self, and others, accountable for achieving required result.
* Treats mistakes as an opportunity to implement improvements, and encourages others to do the same.
* Able to effectively work despite obstacles and uncertainty and assists others in dealing with risk and working through ambiguity.
* Develops practical and realistic plans that ensure efficient use of resources.
* Proactively digs beneath the obvious.
 | * Is self-motivated with a high level of self-discipline.
* Adapts personal approach and behaviour to situations.
* Promotes a respectful and inclusive environment where unacceptable behaviours are challenged and people can be open about personal beliefs and feelings.
* Builds trust through modelling behaviours, admits mistakes and shortcomings.
* Views challenges as opportunities for growth.
* Is mindful of others' reactions and body language and to their own pre-set assumptions about others' behaviour.
* Presents the unvarnished truth in an appropriate and constructive manner.
* Owns mistakes and focuses on solutions rather than blame.
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| **Core Attributes of UniSA Staff**Descriptors for Professional Staff (HEO8 & 9) |  |

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| PROVIDES SOLUTIONS | COMMUNICATES WITH IMPACT | LEADS AND WORKS WELL WITH OTHERS | TAKES THE INITIATIVE AND DELIVERS RESULTS |  IS TRUSTED, AUTHENTIC AND SELF AWARE |
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| * Anticipates needs, seeks to identify potential problems at a local and enterprise level and actively works towards an optimal solution.
* Freely shares knowledge and skills and visualises problems in a variety of ways to equip others in contributing to resolutions.
* Demonstrates and promotes the importance of identifying and managing risk through careful analysis and applies mitigation strategies across boundaries.
* Unpacks complex strategic problems by identifying hidden internal and external variables impacting people and the organisation to implement practical and sustainable solutions.
* Strengthens arguments and perspectives with sound thinking and critical analysis of multiple data sets.
* Makes timely and evidence based decisions responding to operational and organisational pressures and needs/changes.
* Establishes opportunities for collaboration on matters involving multiple (relevant) stakeholders internal and external to organisation, recognising and promoting the benefits of engagement.
* Negotiates skilfully in difficult situations and creates 'wins' without damaging relationships.
* Proposes sound recommendations for policy amendments.
 | * Consistently communicates complex matters clearly and concisely; coaches others to do so.
* Effectively communicates in a variety of formal/informal settings with multiple contextual factors.
* Communicates with poise and respect with senior management and people at all levels across the University and external parties.
* Delivers difficult messages through planning to achieve an effective outcome in a way that stimulates change of behaviour.
* Thinks through how to influence and develop communication with multiple strategic stakeholders.
* Uses personal and organisational knowledge to interpret and enhance the value of information for others.
* Changes tactics midstream when communication isn’t working (e.g. when audience is resistant).
 | * Drives unwavered commitment and passion for projects and initiatives, and inspires others to persist.
* "Communicates the University's vision and external influences, drawing relevance for team members and colleagues."
* Creates a climate in which people want to do their best, and are comfortable to step outside of their comfort zone.
* Brokers solutions with multiple parties to overcome internal (policy) and external (regulatory) challenges.
* Motivates at individual and team level and empowers others.
* Accurately scopes out length and difficulty of tasks, anticipates and adjusts for problems and roadblocks.
* Sets objectives with broad long term impact and monitors performance effectively via the performance management framework.
* Celebrates and promotes individual achievements, team and organisational successes.
* Consciously recognises and develops future leaders, exploiting strengths to achieve the big picture.
* Follows and shares emerging issues and industry trends.
 | * Initiates engagement with, and influences stakeholders to achieve outcomes aligned to business goals, that will promote the University's objectives.
* Encourages and empowers others to achieve required results within agreed timeline.
* Inspires a culture that embraces accountability.
* Drives effective, innovative solutions by stimulating discussions about creative problem solving.
* Reinforces the importance of informing decision making through a global industry lens to enable the University to confirm itself as an industry leader.
* Communicates clearly and comfortably despite ambiguity, and assists others to navigate through ambiguity.
* Pioneers opportunities for advancement through cost/benefit analysis, and appropriate mitigation, of identified risks.
* Is comfortable knowing that they are not always expected to have the answer.
 | * Promotes optimism and a positive work environment, inspiring good morale and co-operation.
* Exercises well-honed skills in sound judgement and making good decisions in high demand and challenging situations.
* Displays perseverance, encourages difference; recognises when self-interest is clouding perspectives.
* Upholds University values in own actions, recognises/rewards others for doing so, and displays courage in calling-out those who do not.
* Handles risk and uncertainty decisively; remains calm in stressful situations.
* Facilitates management of differences by addressing them openly and encouraging mutually beneficial resolutions.
* Acts as a trusted advisor, and mentor and inspires confidence.
* Knows and manages personal strengths, weaknesses, opportunities and limits.
* Demonstrates a genuine interest, and takes actions, in the development of others as well as self.
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| **Core Attributes of UniSA Staff**Descriptors for Professional Staff (HEO10) |  |

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| PROVIDES SOLUTIONS | COMMUNICATES WITH IMPACT | LEADS AND WORKS WELL WITH OTHERS | TAKES THE INITIATIVE AND DELIVERS RESULTS |  IS TRUSTED, AUTHENTIC AND SELF AWARE |
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| * Works with information across, as well as within, business streams, seeing the broader picture and considers and integrates other opinions.
* Reviews the quality of decision-making within their area, explains data insights, and evaluates impact on the organisation.
* Considers current situations, future challenges, or ideas in the widest possible context and identifies achievable opportunities for progress.
* Interprets consequences of past, present and future interventions.
* Considers activities, decisions and outcomes from the perspective of maximising the return on investment and sustainability.
* Thinks about intangible and abstract concepts, and applies this understanding in problem solving at a local and whole of business level.
* Fosters and builds partnerships to explore issues and establish lasting solutions.
 | * Communicates fluently and persuasively in any setting and encourages shared understanding.
* Brings people together; reads the group to mediate possible areas of conflict and facilitates open discussion.
* Influences strategic alliances with key stakeholders who act in the interest of the University as a whole.
* Creates and communicates a compelling vision that generates excitement, enthusiasm and commitment.
* Responds convincingly and confidently to questions and concerns and strengthens confidence in their decision making.
* Is cognisant of the importance of emotional intelligence and communicates with awareness.
* Models cross cultural understanding and inclusive communication.
 | * Models conviction and provides direction to others efforts.
* Models behaviour that inspires team unity and consistency and eliminates barriers to productivity.
* Leads the effective cascade of vision / strategy / goals and empowers individuals to perform.
* Creates a culture that responds positively and embraces change and innovation.
* Can be counted on to hold things together during tough times.
* Unites people and inspires and motivates good performance.
* Monitors staff wellbeing and takes action to promote and foster respectful interactions.
 | * Constructively engages and influences stakeholders across conflicting contexts to achieve business outcomes.
* Uses a broad lens when reviewing proposed solutions, identifies and evaluates implications, and appropriately removes barriers impeding advancement.
* Acknowledges personal responsibility for outcomes even when not all elements of a situation are within direct control.
* Encourages and coaches others to strengthen their creativity/innovation, and provides opportunities for development.
* Leads innovation by applying break-through thinking to look at situations in a completely new way.
* Sets stretch targets for self and others, regularly measures achievement against targets and seizes opportunities for all to learn through project review.
* Courageously and confidently decides the next best step when the end state is unknown.
 | * Remains enthusiastic and confident in the face of difficult and prolonged work demands.
* Uses understanding of self and others to foster positive work relationships.
* Recognises achievements and promotes successes; and drives engagement.
* Draws upon self-awareness and self-control to identify and manage the emotions of others during adverse times.
* Is willing to put forward opinions that may differ from colleagues and those more senior, in a reasoned and constructive manner.
* Displays humility and generosity in the development of others and contributes to a culture of innovation and growth.
* Is a settling influence in a crisis.
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| **Core Attributes of UniSA Staff**Descriptors for Professional Staff (Senior Staff) |  |

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| PROVIDES SOLUTIONS | COMMUNICATES WITH IMPACT | LEADS AND WORKS WELL WITH OTHERS | TAKES THE INITIATIVE AND DELIVERS RESULTS |  IS TRUSTED, AUTHENTIC AND SELF AWARE |
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| * Creates the conditions and clearly communicates a road map that will help realise the University's strategic agenda.
* Empowers and equips others to remove roadblocks, re-engineer processes and attain or invest required resources to achieve success.
* Takes personal responsibility for achieving the strategic imperatives of the University and initiating collaboration and engagement of stakeholders.
* Considers immediate and long term impact on the University as a whole when making difficult decisions and prepares for the impact.
* Creates and embeds a performance culture in which activity and outcomes are continuously reviewed and improved and innovation is encouraged.
* Demystifies complex matters to promote understanding and achieve sustainable solutions.
* Applies knowledge of current and future policies, practices, trends, technology and information affecting the organisation to inform problem solving.
 | * Communicates persuasively, commands attention at all levels within and beyond the University as appropriate, cascading messages in a clear, concise and timely way.
* Communicates a compelling view of the future which provides direction for the University.
* Applies influence and respectful persuasion in strengthening strategic alliances for the University.
* Promotes and explains management decisions and policy and the reasons behind them to those at all levels in the University with conviction and confidence.
* Models communication styles that demonstrate respect for the diversity of audience and the need to encourage the open expression of information and ideas.
* Openly accepts feedback and seeks to understand linkages to other areas of the University.
* Unpacks complex issues and conveys information in a way that is readily understood, exploring innovative methods of dissemination and engagement.
* Seeks opportunities to engage with staff and stakeholders through a range of mediums and technology, fostering active participation and dialogue on the University's strategic objectives and outcomes.
 | * Sets the context, communicates, motivates and encourages staff to achieve higher levels of performance.
* Generates breakthrough ideas, fresh perspectives and new opportunities.
* Creates a conducive environment for the effective and efficient management of partnerships and alliances, internally, nationally and internationally.
* Takes calculated risks in order to achieve significant organisational gains, and makes organisational changes to meet strategic challenges.
* Uses understanding of what motivates others to inspire and build lasting commitment and determination to deliver.
* Acts as a visible, accessible exemplar who models the organisation's values.
* Models, promotes and defends a culture of responsibility and accountability.
* Resolves priority conflicts between customer aspirations and operational and strategic plans and reshapes services to deliver significant improvements.
 | * Actively identifies and paves the way for engagement with new key strategic stakeholders to further the university’s strategic goals.
* Has an acute understanding of the operating environment and leads the adaptation of the organisation to ensure its best chance of success.
* Protects and promotes the reputation of the university through sound, validated decision making.
* Aligns people and performance to credible visions of possibilities and likelihoods, setting the agenda for innovation and exploration.
* Leads with, and encourages, resilience; recognising that people need opportunity to work to resolve matters independently so they can learn for future situations.
* Creates a courageous culture that embraces ambiguity, and a safe environment that encourages individuals to challenge the 'norm' and pursue innovation.
* Drives the establishment of recognition schemes to foster a culture that is energised by the opportunities offered by continuous improvement.
* Holds self and others accountable for the realisation of expectations/agreed outcomes.
 | * Sets the ethical and behavioural standard for others and demonstrates moral fortitude in all situations.
* Models the values the University seeks to instil in staff, students and the community it serves.
* Builds a track record of achieving results, taking responsibility and setting high standards.
* Practices what he/she preaches and creates a climate, by their actions, in which people want to do their best.
* Recognises contextual factors impacting on situations and interactions and moderates responses accordingly.
* Is someone people seek to work for and with.
* Demonstrates a positive and constructive sense of humour, fostering collegiality and openness.
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