Core Attributes of UniSA Staff
Descriptors for Professional Staff

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

University of South Australia

PROVIDES SOLUTIONS	COMMUNICATES WITH IMPACT	LEADS AND WORKS WELL WITH OTHERS	TAKES THE INITIATIVE AND DELIVERS RESULTS	IS TRUSTED, AUTHENTIC AND SELF AWARE
- 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.

Core Attributes of UniSA Staff
Descriptors for Professional Staff (HEO5)

University of South Australia

PROVIDES SOLUTIONS	COMMUNICATES WITH IMPACT	LEADS AND WORKS WELL WITH OTHERS	TAKES THE INITIATIVE AND DELIVERS RESULTS	IS TRUSTED, AUTHENTIC AND SELF AWARE
• 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.

Core Attributes of UniSA Staff
Descriptors for Professional Staff (HEO6 & 7)

University of South Australia

PROVIDES SOLUTIONS	COMMUNICATES WITH IMPACT	LEADS AND WORKS WELL WITH OTHERS	TAKES THE INITIATIVE AND DELIVERS RESULTS	IS TRUSTED, AUTHENTIC AND SELF AWARE
• 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.

Core Attributes of UniSA Staff
Descriptors for Professional Staff (HEO8 & 9)

University of South Australia

PROVIDES SOLUTIONS	COMMUNICATES WITH IMPACT	LEADS AND WORKS WELL WITH OTHERS	TAKES THE INITIATIVE AND DELIVERS RESULTS	IS TRUSTED, AUTHENTIC AND SELF AWARE

PROVIDES SOLUTIONS

- 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.

COMMUNICATES WITH IMPACT

- 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).

LEADS AND WORKS WELL WITH OTHERS

- 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.

TAKES THE INITIATIVE AND DELIVERS RESULTS

- 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.

IS TRUSTED, AUTHENTIC AND SELF AWARE

- 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.

Core Attributes of UniSA Staff
Descriptors for Professional Staff (HEO1O)

University of South Australia

PROVIDES SOLUTIONS	COMMUNICATES WITH IMPACT	LEADS AND WORKS WELL WITH OTHERS	TAKES THE INITIATIVE AND DELIVERS RESULTS	IS TRUSTED, AUTHENTIC AND SELF AWARE
• 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.

Core Attributes of UniSA Staff
Descriptors for Professional Staff (Senior Staff)

University of South Australia

PROVIDES SOLUTIONS	COMMUNICATES WITH IMPACT	LEADS AND WORKS WELL WITH OTHERS	TAKES THE INITIATIVE AND DELIVERS RESULTS	IS TRUSTED, AUTHENTIC AND SELF AWARE
• 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.