



Development Needs Assessment (DNA) Matrix for Professional Staff

[Confidential]

Name:		Classification:	Position Title:
Division/School/Unit:		Supervisor:	Date:

To build on our successes and continue to move forward as an internationally competitive institution we have identified a set of core capabilities for professional staff that play a key role in achieving our organisational vision and goals. The core capabilities have been developed into a Development Needs Matrix (DNA) using the following reference documents:-

- Key attributes for UniSA staff
- Generic capabilities of UniSA professional staff
- UniSA Leadership and Management capabilities for professional staff

The DNA Matrix has been designed as a tool to generate discussion between professional staff and their line supervisor, the purpose of which is to identify current and future learning and development needs as part of the staff development aspect of the Performance Management Process. (If you are not already familiar with **UniSA's Performance Management Process**, please refer to the Human Resources Unit pages on UniSA's [website](#)).

The core capabilities for UniSA professional staff are:-

- Technical Knowledge & Qualifications
- Use of UniSA's systems
- Service Delivery
- Working with Others
- Personal and Professional Development
- Managing Self
- Leadership and Management

Using the Matrix

The Matrix is divided into two parts. Part A contains generic capabilities and should be used by all professional staff. If you supervise staff as part of your role you should also use Part B, since this relates to the core leadership and management capabilities. For staff who aspire to become a manager or supervisor, part B may be useful as a guide to shape future career development.

Each core capability has been broken down into examples of the skills/behaviours required in order to be effective in that capability, spaces have been left for you to add, and rate, your own examples of how you demonstrate each capability. It is against each of the capabilities that you, and your supervisor, are asked to separately assess you against before coming together to discuss the ratings that each of you has given. (The level that you are should be working at within each capability should also form part of these discussions).

You are both asked to provide ratings for two aspects relating to each capability, importance to your role and learning and development needs, using the scale provided below:-

Importance Rating

Firstly, using the scale below, rate the level of importance that you consider each capability has to you in your current role. When considering the importance of each capability think about:-

- the extent to which each capability plays a part in your role*
- the impact each capability has on you performing your role effectively*

- 0 Not a part of my role***
1 Very little importance to my role
2 Some importance to my role
3 Average importance to my role
4 High importance to my role

Learning and Development Needs Rating

Next, using the scale below, rate yourself for your level of learning or development need for each capability. When identifying your level of need think about:-

- your existing skill level*
- your level of confidence in performing the capability*
- any difficulties you may be experiencing*
- how any development could improve your skill level*

- 0 Capability fully developed***
1 Capable but room for development
2 Partially developed
3 Full development required

Prioritising your Learning and Development Needs

After rating both aspects, add together your two ratings for each of the capabilities (ie the importance and learning and development needs ratings) and write this in the “total” column. After you have assessed all the core capabilities review the totals. A total of 5 should provide an initial prompt for considering whether these capabilities are a priority for development. A total of 6 or 7 should indicate a higher priority for learning and development.

The results from the DNA discussions should feed into division/school/unit training plans, where these exist, and into the Team Development Needs (TDN) Matrix so that supervisors gain an overview of the whole team’s strengths and development needs.

Further developing your skills/behaviours

Suggested examples of learning activities are listed for each core capability to help provide you with a bridge between your learning and development priorities and how you can further develop your skills/behaviours. The examples provided are not exhaustive of all learning and development activities available to you. Further information and guidance can be sought through:-

- Teaching and Learning Unit
- HR Worksmart
- UniSA [Library](#)
- UniSA Organisational Learning Equity and Development [Team](#)
- UniSA Induction and Staff Development web [pages](#)
- Discussions with your line manager/supervisor.

Part A – Generic Core Capabilities

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Technical Knowledge & Qualifications ie the knowledge, experience and qualifications needed for you to be effective in your role				
o Applies technical knowledge to deliver quality service	0 1 2 3 4	0 1 2 3		√ o Attend a specific UniSA (or external) qualification related course o Access relevant Computer Based Training (CBT) o Research Best Practice to identify new approaches and increase knowledge o Become a member of an external professional body or network group to broaden your knowledge base
o Uses skills and experience effectively and ethically	0 1 2 3 4	0 1 2 3		
o Holds relevant qualifications	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
Use of UniSA's systems ie proficient in the use of communication, information and management systems relevant to your role				
o Filters and sorts data	0 1 2 3 4	0 1 2 3		√ o Attend relevant UniSA system training o Undertake a Learning Fast online training module (http://www.unisa.edu.au/help/training.asp) o Shadow a colleague to learn how to use a specific system o Read guidelines or instruction manuals o Receive instructions from your line manager or supervisor on how to use a specific system
o Interprets and evaluates data	0 1 2 3 4	0 1 2 3		
o Processes paperwork, filing, record keeping	0 1 2 3 4	0 1 2 3		
o Provides suggestions for improvements	0 1 2 3 4	0 1 2 3		
o Effectively uses a range of media and technologies	0 1 2 3 4	0 1 2 3		
o Effective use of Outlook, email management and calendar	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Service Delivery ie delivering effective and efficient services to users within/outside UniSA and continuously striving to improve your services				
o Works to agreed objectives	0 1 2 3 4	0 1 2 3		√ o Attend a Time Management or Customer Service workshop o Join an Action Learning Set to help problem solve and develop creative solutions o Work shadow another area/team to develop greater understanding of links between services o Research service improvement techniques and tools
o Results orientated to deliver within agreed timescales	0 1 2 3 4	0 1 2 3		
o Strong service orientation and abilities	0 1 2 3 4	0 1 2 3		
o Works innovatively and creatively to improve services	0 1 2 3 4	0 1 2 3		
o Able to make connections across services	0 1 2 3 4	0 1 2 3		
o Evaluates own and others work	0 1 2 3 4	0 1 2 3		
o Monitors performance against agreed benchmarks/KPIs	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
Working with Others ie the ability to work in partnership with others to deliver high quality services				
o Initiates and builds relationships with others to deliver services	0 1 2 3 4	0 1 2 3		√ o Attend a relevant UniSA course eg Effectively Managing Conflict, Managing Challenging Behaviour, Professional Communication, Having Difficult Conversations o Undertake a workplace project that involves working with other people and other ideas o Take a secondment and have specific learning outcomes to develop team working o Have a coach to help you develop your interpersonal / communication skills o Become a mentor
o Communicates effectively in a diverse range of settings with a diverse range of people	0 1 2 3 4	0 1 2 3		
o Work effectively with a diversity of ideas, people and approaches	0 1 2 3 4	0 1 2 3		
o Honest and ethical in practice	0 1 2 3 4	0 1 2 3		
o Holds self and others to account	0 1 2 3 4	0 1 2 3		
o Acts as a dedicated and energetic team member of the University and wider community	0 1 2 3 4	0 1 2 3		
o Operates within equity and diversity guidelines	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Personal and Professional Development ie continuously developing oneself using a variety of means and contributing to the development of others				
o Takes an active part in identifying own learning and development needs	0 1 2 3 4	0 1 2 3		√ o Keep a reflective journal to identify strengths and areas for development o Have a mentor to help you plan your career and development needs o Obtain 360 degree feedback from colleagues inside and outside your team o Attend Performance Management training
o Engages in, and fosters, learning	0 1 2 3 4	0 1 2 3		
o Evaluates the effectiveness of learning and development opportunities	0 1 2 3 4	0 1 2 3		
o Applies learning to own role	0 1 2 3 4	0 1 2 3		
o Shares learning, knowledge and skills with others	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
Managing Self ie the ability to work effectively within own limits				
o Flexible and effective at managing time, task and resources	0 1 2 3 4	0 1 2 3		√ o Attend a Time Management or Work/Life Balance workshop o Have a coach to help you identify alternative ways of working o Reflect on own practice to increase your self awareness o Gain feedback from people who you work with/for to identify your strengths and areas for development
o Sets own priorities and manages resources effectively to achieve outcomes	0 1 2 3 4	0 1 2 3		
o Able to work collaboratively or autonomously to achieve outcomes	0 1 2 3 4	0 1 2 3		
o Motivated to achieve success	0 1 2 3 4	0 1 2 3		
o Monitors the quality of own work	0 1 2 3 4	0 1 2 3		
o Able to work collaboratively or autonomously to achieve outcomes	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		

Part B – Leadership and Management Core Capabilities (complete part B if you supervise staff)

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Strategic focus - understanding the purpose and goals of UniSA in the context of the broader higher education system and global environment; maintaining awareness of external and internal forces that can impact on the university; and focussing and directing activities to support UniSA's goals.				
○ Modelling and promoting the distinctive nature and values of UniSA and its corporate image	0 1 2 3 4	0 1 2 3		√ ○ Attend Australian Institute of Management (AIM) learning programmes to improve your strategic thinking ○ Have a mentor to help you increase your organisational knowledge ○ Shadow a more senior member of staff to learn different approaches to implementing strategy ○ Join Australian Tertiary Education Management group (ATEM) ○ Subscribe to relevant higher education journals eg. Campus Review ○ Attend relevant higher education conferences
○ Inviting opportunities for purposeful change and consulting and engaging with appropriate members of the workforce in planning for the future	0 1 2 3 4	0 1 2 3		
○ Building and maintaining strong partnerships internally and externally; inspiring workforce and external clients/stakeholders; and including the needs and expectations of stakeholders in the preparation of strategic plans	0 1 2 3 4	0 1 2 3		
○ Understanding the role of the University in relation to international context (the market, political, social and economic dynamics) and implementing appropriate planning	0 1 2 3 4	0 1 2 3		
○ Defining and promoting the strategic plan and strategic activities and their corresponding organisational goals/strategies across the University	0 1 2 3 4	0 1 2 3		
○ Developing strategies to transform the organisational culture in response to emerging challenges while understanding interrelationships of issues and competing priorities	0 1 2 3 4	0 1 2 3		
○ Setting priorities and clear directions for the future, and evaluating actions thereby enabling team members to understand and commit to the University's vision and purpose	0 1 2 3 4	0 1 2 3		
○ Positioning UniSA in the market	0 1 2 3 4	0 1 2 3		
Further Examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Communicating effectively - achieving goals and objectives through the use of appropriate unambiguous language and methodology				
○ Making decisions in an open and transparent way, keeping people informed and providing rationales for decisions	0 1 2 3 4	0 1 2 3		<input type="checkbox"/> Have a coach to help develop different communication styles <input type="checkbox"/> Attend a workshop on Giving and Receiving Feedback <input type="checkbox"/> Use a Computer Based Training (CBT) package to develop your understanding of conflict resolution strategies
○ Communicating across professional boundaries and developing partnerships	0 1 2 3 4	0 1 2 3		
○ Using appropriate communication methods and technologies and modelling effective communication (interpersonal/ written/ visual) within UniSA and externally	0 1 2 3 4	0 1 2 3		
○ Building shared understanding and interacting ethically and respectfully with others	0 1 2 3 4	0 1 2 3		
○ Valuing all employee contributions to UniSA's goals	0 1 2 3 4	0 1 2 3		
○ Giving and receiving feedback	0 1 2 3 4	0 1 2 3		
○ Identifying possible areas of conflict and mediating conflict resolution	0 1 2 3 4	0 1 2 3		
○ Lead best communication practices by operating within the Just Language guidelines	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Developing people and building capability - achieving goals and objectives through developing and maintaining a motivated and effective team				
○ Understanding the duties and responsibilities and connections between diverse roles and functions within the organisation	0 1 2 3 4	0 1 2 3		√ ○ Gain a qualification in Leading and Managing People ○ Join an Action Learning Set to develop new approaches and new thinking ○ Join (or establish) a Community of Practice Group to problem solve with colleagues
○ Motivating others and enabling them to reflect and take action, and participate in and influence the organisation	0 1 2 3 4	0 1 2 3		
○ Confident delegation of authority and responsibility to members of the team	0 1 2 3 4	0 1 2 3		
○ Acknowledging the achievements of others	0 1 2 3 4	0 1 2 3		
○ Modelling collaborative behaviour, and encouraging collaboration as a key element of the organisational culture	0 1 2 3 4	0 1 2 3		
○ Engaging staff and clients and stakeholders in development, planning and evaluation	0 1 2 3 4	0 1 2 3		
○ Engaging in effective performance management, facilitating workforce development and providing opportunities for professional development	0 1 2 3 4	0 1 2 3		
○ Affirming cultural diversity in the workplace	0 1 2 3 4	0 1 2 3		
○ Building teams and structures to sustain team approaches, facilitating coaching/mentoring and delegating appropriate responsibilities	0 1 2 3 4	0 1 2 3		
○ Promoting collaborative goal setting within the organisation	0 1 2 3 4	0 1 2 3		
○ Developing and sustaining a culture of wellbeing in the workplace and actively supporting work-life balance	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Working innovatively - actively seeking alternative improved approaches to achieving the university's goals and objectives				
o Developing wide perspectives and diversity of ideas, people and approaches	0 1 2 3 4	0 1 2 3		√ o Have a coach to help you develop creative thinking and broaden your perspectives o Take a secondment in a different area (or organisation) to gain a more diverse approach to working practices, ideas etc o Research latest trends to keep abreast of new ideas and markets o Develop networks across the sector o Undertake site visits to other Universities
o Recognising the role of UniSA in professional, industry and political contexts and developing strategic partnerships with a range of professional, business and community clients and stakeholders	0 1 2 3 4	0 1 2 3		
o Identifying and promoting the skills of the workforce in initiating external partnerships	0 1 2 3 4	0 1 2 3		
o Developing a corporate culture of innovation, fostering diversity and creativity and valuing different thinking styles	0 1 2 3 4	0 1 2 3		
o Assessing stakeholder needs and responding appropriately	0 1 2 3 4	0 1 2 3		
o Keeping abreast of leading edge ideas and forecasting and responding to future trends	0 1 2 3 4	0 1 2 3		
o Recognising and exploring synergies	0 1 2 3 4	0 1 2 3		
o Using innovative and creative approaches to standard operational issues, e.g. marketing core business	0 1 2 3 4	0 1 2 3		
o Implementing and securing support for new ideas and techniques while understanding and managing risk	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Engaging in and fostering learning - modelling a personal and professional development regime that benefits both the individual and the organisation and provides a role model for others				
○ Demonstrating personal awareness and being open to change/self appraisal and reflection	0 1 2 3 4	0 1 2 3		√ ○ Read professional journals to keep up to date with current practices and technologies ○ Undertake 360 degree appraisal to identify own strengths and areas for development ○ Join an External Network Group to gain new perspectives and approaches and share ideas
○ Maintaining and developing professional knowledge, keeping up to date with the literature on leadership and management, and engaging in regular professional development	0 1 2 3 4	0 1 2 3		
○ Knows organisational culture and its relationship to the external context	0 1 2 3 4	0 1 2 3		
○ Using analysis and problem solving to stimulate others to reflect on and improve their professional practice	0 1 2 3 4	0 1 2 3		
○ Treating mistakes and failure as an opportunity to learn	0 1 2 3 4	0 1 2 3		
○ Modelling effective use of new technologies to obtain and manage information	0 1 2 3 4	0 1 2 3		
○ Promotes active commitment to improving services through data gathering, analysis and ongoing reflection of the group's professional practice and using a shared approach to development and implementation of policy	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Managing resources effectively - maximising the potential of all available resources to meet the university's goals and objectives				
o Allocates resources to programs and activities to improve organisational performance	0 1 2 3 4	0 1 2 3		<input checked="" type="checkbox"/> <ul style="list-style-type: none"> o Attend resource management training to improve understanding and how to apply this to your role o Reading appropriate journals to keep up to date with current trends and technologies o Receive 1-1 instruction from a more experienced colleague or specialist
o Seeks collaborative gains, economies of scale	0 1 2 3 4	0 1 2 3		
o Evaluates and manages resources in relation to priorities and new directions in the organisation	0 1 2 3 4	0 1 2 3		
o Understands assets/finances/budget limitations and opportunities	0 1 2 3 4	0 1 2 3		
o Implements human resource planning and development	0 1 2 3 4	0 1 2 3		
o Introduces appropriate technology	0 1 2 3 4	0 1 2 3		
o Understands educational, legal and corporate requirements of resource management	0 1 2 3 4	0 1 2 3		
o Reviews processes and procedures to identify inefficiencies and waste	0 1 2 3 4	0 1 2 3		
o In strategic planning, evaluates use of organisational resources	0 1 2 3 4	0 1 2 3		
o In strategic planning, evaluates use of organisational resources	0 1 2 3 4	0 1 2 3		
o Monitors and reviews performance against risk management plan	0 1 2 3 4	0 1 2 3		
Further examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		

Core Capability	Level of Importance	Learning and Development Needs	Total	Suggested Learning and Development activities (Tick those you consider suitable√)
Accountability - meeting all internal and external statutory and corporate requirements relevant to the leadership role				
○ Ensuring appropriate controls in place for policies, procedures and legislative requirements	0 1 2 3 4	0 1 2 3		√ ○ Read the “Supervising Staff @ UniSA - A Kit for Professional Staff” to develop knowledge and understanding ○ Attend Risk Management training ○ Join a Community of Practice Group to problem solve and gain new ideas
○ Undertaking risk management and risk assessment and ensuring risk, and responsibility for risk management is understood by staff	0 1 2 3 4	0 1 2 3		
○ Setting achievable high standards of performance for him/herself and others and establishing, monitoring and evaluating those performance standards	0 1 2 3 4	0 1 2 3		
○ Reviewing outcomes regularly to inform workforce and stakeholders	0 1 2 3 4	0 1 2 3		
○ Complying with relevant legislative requirements and funding requirements	0 1 2 3 4	0 1 2 3		
○ Measures against relevant national and international benchmarks	0 1 2 3 4	0 1 2 3		
○ Achieving results in area of responsibility	0 1 2 3 4	0 1 2 3		
Further Examples:	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		
	0 1 2 3 4	0 1 2 3		