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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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| * 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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| * 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. |