



UNSW LEADERSHIP & MANAGEMENT DEVELOPMENT

Responsible Officer	Chief Operating Officer
Contact Officer	Senior HR Manager (Strategy & Culture), Leadership & Management Consultant
Approving Authority	Director Human Resources
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PREAMBLE

In order for the University to achieve its Strategic Priorities, it is reliant on the quality of the leadership and management skills of its staff. These skills are a key factor in determining how effectively and efficiently the University can achieve its Strategic Priorities in a sustainable manner.

OBJECTIVE

The UNSW Leadership and Management Development framework is designed to support the improvement of the organisation's performance consistent with the UNSW Strategic Intent by:

- Reflecting the values that underpin the organisation
- Aligning to the strategic priorities of the organisation
- Recognising leadership as an essential driver in organisational culture and performance
- Identifying the essential qualities and accountabilities required of high performing leaders in a higher education environment
- Providing a range of development opportunities and resources to enable the University to build its leadership capability
- Including opportunities for leaders to network and learn from each other
- Developing leadership and management performance in key areas including managing people, managing change, managing projects and resources, thinking strategically & innovatively, focusing on business results and client service, and governance and compliance
- Embedding the leadership qualities and accountabilities into a range of University processes such as selection and recruitment, performance management, reward and recognition schemes, and workforce planning including career development and succession planning.

ATTRIBUTES OF A UNSW LEADER

It is important that the University articulate the attributes that UNSW leaders and managers should have in order to advance the values and priorities of the organisation. Leaders and

managers are role models and other staff look to them to demonstrate behaviours that are aligned with the culture and values of the organisation. The attributes of a UNSW leader are described and reinforced in the delivery of the leadership and management program and desired behaviours embedded in other processes, such as reward and performance management.

SCOPE

The following cohorts of leaders have been identified within the Leadership and Management Development Framework. Programs will be developed to meet the needs of each cohort:

- **Senior Executive:** Executive, Deans
- **Academic Leaders:** Heads of School, Senior/Associate Deans, Research Centre Directors
- **Senior Management:** Level 10 to 13
- **Middle Management:** Level 7 to 9
- **Future Leaders:** high performing/high potential professional and academic staff

UNSW LEADERSHIP & MANAGEMENT DEVELOPMENT PROGRAM

The UNSW Leadership and Management Development Framework has been developed to help build the leadership capability of the University's senior managers and leaders, to support the achievement of UNSW's Strategic Priorities.

The leadership and management development matrix (see web link below) illustrates the range of development pathways and options offered to UNSW senior managers including: Heads of School, Associate Deans, Research Centre Directors and Levels 10 to 13. The pathways have been designed to enable individuals to be more targeted in their career and development planning. Development opportunities for UNSW senior executives are tailored to suit individual needs.

Click on the following web link to access the UNSW leadership and management development program: <http://www.hr.unsw.edu.au/osds/ldrmgtconsult.html>