UNSW Behaviours
UNSW behaviours are mapped differently for academic and professional career levels

UNSW Behaviours – Indicators per career level

People Leadership: refers to anyone who has a staff member, team or student reporting directly to them.

Note: Indicators across the UNSW behaviour levels are cumulative in nature, such that foundational indicators are expected to be met within Intermediate, and intermediate indicators are expected to be met within Advanced.
5 UNSW Behaviours were identified as critical for underpinning the delivery of the 2025 Strategy...

**UNSW Behaviours – Overview**

1. **Demonstrates Excellence**
   - Managing and delivering high performance
   - Demonstrating service excellence
   - Maintaining accountability

2. **Drives Innovation**
   - Thinking creatively
   - Developing new ways of working
   - Initiating and embracing change

3. **Builds Collaboration**
   - Working effectively within and across teams
   - Building relationships with internal and external stakeholders
   - Delivering collective outcomes

4. **Embraces Diversity**
   - Valuing individual differences
   - Acknowledging the contribution of all people
   - Promoting inclusion

5. **Displays Respect**
   - Treating others with dignity
   - Communicating appropriately
   - Displaying integrity and openness

UNSW Behaviours were identified as critical for underpinning the delivery of the 2025 Strategy...
# Demonstrates Excellence

**Definition:** Delivers high performance and demonstrates service excellence.

## Foundational
- Takes ownership of and completes assigned tasks
- Seeks and responds to feedback received from supervisors and peers
- Identifies relevant customers and provides service
- Demonstrates professionalism during interactions with students and/or internal customers
- Identifies issues that require escalation and alerts those required

## Intermediate
- Prioritises actions and demonstrates sustained focus to achieve results
- Approaches problems with a positive, solution orientation
- Acts on opportunities to provide support to peers
- Maintains contact with students and/or internal customers to understand and anticipate their needs
- Proactively delivers high-quality service

## Advanced
- Maintains accountability for self
- Aligns actions and co-operates across work areas to achieve UNSW goals
- Supports others to deliver results (e.g., removes obstacles, acts as a sounding board)
- Coaches and mentors others
- Builds relationships with key students and internal customers
- Attracts additional customers through service excellence

## People Leadership*
- Clarifies roles and responsibilities of teams and/or individuals to drive high performance
- Manages performance of staff and team in line with expectations
- Reviews and provides regular feedback on performance of all staff
- Identifies and resolves individual and team performance issues
- Recognises and rewards high performance and desired behaviours
- Improves processes and culture to drive student and internal customer delivery outcomes

## What it is Not
- Fails to complete tasks
- Acting unprofessionally in front of students, colleagues and/or internal customers
- Ignores issues or problems
- Failing to consider customers and providing poor service
- Blames others for mistakes
- **Leader:** Does not set expectations or provide feedback to staff
- **Leader:** Ignores unsatisfactory performance

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# Drives Innovation

**Definition:** Thinks creatively and develops new ways of working. Initiates and embraces change.

<table>
<thead>
<tr>
<th>Foundational</th>
<th>Intermediate</th>
<th>Advanced</th>
<th>People Leadership*</th>
<th>What it is Not</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Is open to new and different ways of working</td>
<td>- Suggests new ideas and ways of doing things</td>
<td>- Works with others in generating new ideas and being innovative</td>
<td>- Fosters an environment of idea generation</td>
<td>- Is not willing to experiment with new or different ways of working</td>
</tr>
<tr>
<td>- Looks for and takes advantage of opportunities to learn new skills</td>
<td>- Supports improvement initiatives to do with process and systems</td>
<td>- Takes into account the broader UNSW context, both internally and externally, when formulating solutions</td>
<td>- Encourages different perspectives</td>
<td>- Discourages others from trying new approaches</td>
</tr>
<tr>
<td>- Identifies problems and seeks assistance</td>
<td>- Develops ideas to deal with ambiguity and solve problems</td>
<td>- Champions process and system changes aimed at improving efficiency and effectiveness</td>
<td>- Promotes innovation and engagement activities internally and externally</td>
<td>- Does not accept failure is a normal part of the innovation process</td>
</tr>
<tr>
<td>- Uses new processes and systems as directed</td>
<td>- Anticipates and identifies potential risks or issues, and suggests solutions</td>
<td>- Shows flexibility in implementing change initiatives</td>
<td>- Encourages and recognises attempts to innovate, regardless of outcomes</td>
<td><strong>Leader:</strong> Discourages team from questioning how things are done and raising new ideas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Accepts risk when supporting innovation</td>
<td>- Initiates change to enable UNSW goals</td>
<td><strong>Leader:</strong> Does not communicate or support change initiatives</td>
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<tr>
<td></td>
<td></td>
<td>- Supports change initiatives, communicates benefits and navigates resistance</td>
<td>- Challenges the status quo, and supports colleagues to respond to change positively.</td>
<td></td>
</tr>
</tbody>
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**Builds Collaboration**

**Definition:** Works effectively within and across teams. Builds relationships with internal and external stakeholders to deliver on outcomes.

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<th>What it is Not</th>
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</thead>
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<tr>
<td>- Relates to people in an open, friendly and professional manner</td>
<td>- Works towards positive and mutually beneficial outcomes</td>
<td>- Builds effective working relationships with both team and people in other areas</td>
<td>- Encourages teamwork in own team</td>
<td>- Refuses to work with others</td>
</tr>
<tr>
<td>- Cooperates with others to deliver key activities</td>
<td>- Adapts communication style to suit the audience and situation</td>
<td>- Seeks input from peers and shares information freely</td>
<td>- Builds trust and rapport by showing a genuine interest in others; understands and acknowledges feelings, concerns and ideas</td>
<td>- Withholds opinion, information or ideas</td>
</tr>
<tr>
<td>- Acts as a team player</td>
<td>- Effectively uses interpersonal skills to value and include people</td>
<td>- Manages challenging relationships with diplomacy</td>
<td>- Encourages constructive questioning</td>
<td>- Makes assumptions instead of asking questions</td>
</tr>
<tr>
<td>- Seeks to understand the needs and concerns of others</td>
<td>- Builds trust and sustains long-term relationships with internal and external networks</td>
<td>- Identifies key stakeholders and engages ahead of meetings to gain support</td>
<td>- Promotes challenging discussion to steer the team toward an effective resolution</td>
<td>- Avoids difficult conversations</td>
</tr>
<tr>
<td>- Asks questions of others to clarify understanding</td>
<td>- Looks for opportunities to work in a team and collaborate with others</td>
<td>- Negotiates from an informed position</td>
<td>- Collaborates effectively across other teams to manage interdependencies</td>
<td>- Relies on email when a conversation would be more effective</td>
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<tr>
<td></td>
<td>- Responds constructively to conflict and disagreements</td>
<td>- Recognises and explains the need for compromise</td>
<td></td>
<td>- Uses devices inappropriately in meetings and forums</td>
</tr>
</tbody>
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Embraces Diversity

Definition: Values individual differences and contributions of all people and promotes inclusion.

- Recognises and respects the differences amongst all people
- Promotes a fair and inclusive environment
- Speaks out against discrimination
- Demonstrates intercultural awareness
- Acknowledges bias in interactions with others
- Leads by example in demonstrating inclusion and diversity
- Addresses and corrects inappropriate behaviour that discriminates against others
- Frequently communicates the case for diversity and inclusion and champions initiatives
- Learn about their own bias blind spots and develop strategies to minimise bias in the workplace
- Recognises and utilises the skills of staff with diverse backgrounds
- Supports targeted recruitment to develop a representative workforce
- Cultivates a team environment that embraces different cultures, flexibility, ideas and experiences
- Intervenes when personal and organisational bias hotspots are identified
- Only values others who share the same perspective
- Does not complete available inclusion and diversity training
- Ignores unacceptable workplace behaviour including bullying, harassment and discrimination
- Does not see the value of diverse capability when working in groups
- Leader: Shows bias when building and managing teams
- Leader: Does not address exclusion occurring within the team

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Displays Respect

**Definition:** Treats others with dignity and empathy. Communicates with integrity and openness.

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<td>Acts with honesty and integrity</td>
<td>Practices what they preach</td>
<td>Treats others as they would like to be treated</td>
</tr>
<tr>
<td>Provides full attention and listens intently</td>
<td>Listens and makes time to support others</td>
<td>Communicates respectfully using appropriate tone and volume</td>
</tr>
<tr>
<td>Shows openness to the viewpoints of others</td>
<td>Recognises when own behaviour is disrespectful and takes corrective action</td>
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</tr>
<tr>
<td>Takes personal responsibility for their own actions</td>
<td>Escalates observed misconduct or unprofessional behaviour</td>
<td>Acknowledges others for ideas</td>
</tr>
<tr>
<td>Engages in dialogue, rather than one way communication</td>
<td>Encourages and responds appropriately to two way feedback</td>
<td>Owns their mistakes and does not try to lay blame</td>
</tr>
<tr>
<td>Is transparent in sharing information</td>
<td>Shares credit with team and colleagues</td>
<td>Builds a culture where issues are openly discussed without reprimand</td>
</tr>
<tr>
<td>Deals proactively with breaches to respect between individuals, team and / or customers</td>
<td>Being inconsistent in words and actions</td>
<td>Leader: Takes credit for the ideas of others</td>
</tr>
<tr>
<td>What it is Not</td>
<td></td>
<td>Leader: Always trying to be right, blames others for mistakes.</td>
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