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

Guide to UNSW behaviours:

- **Foundational**: Levels A, 1-6 and casuals
- **Intermediate**: Level B-C, 7-9
- **Advanced**: Levels D-E, 10+

**Note**: The UNSW Behaviours are a guide to minimum standards in our community. Some roles will require additional skills as described in the Enterprise Agreement. In addition, 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 5 Behaviours were identified as critical for underpinning the delivery of the 2025 Strategy.
# Demonstrates Excellence

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

<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>- Takes ownership of and completes assigned tasks</td>
<td>- Prioritises actions and demonstrates sustained focus to achieve results</td>
<td>- Maintains accountability for self</td>
<td>- Clarifies roles and responsibilities of teams and/or individuals to drive high performance</td>
<td>- Fails to complete tasks</td>
</tr>
<tr>
<td>- Seeks and responds to feedback received from supervisors and peers</td>
<td>- Approaches problems with a positive, solution orientation</td>
<td>- Aligns actions and co-operates across work areas to achieve UNSW goals</td>
<td>- Manages performance of staff and team in line with expectations</td>
<td>- Acting unprofessionally in front of students, colleagues and/or internal customers</td>
</tr>
<tr>
<td>- Identifies relevant customers and provides service</td>
<td>- Acts on opportunities to provide support to peers</td>
<td>- Supports others to deliver results (e.g. removes obstacles, acts as a sounding board)</td>
<td>- Reviews and provides regular feedback on performance of all staff</td>
<td>- Ignores issues or problems</td>
</tr>
<tr>
<td>- Demonstrates professionalism during interactions with students and/or internal customers</td>
<td>- Maintains contact with students and/or internal customers to understand and anticipate their needs</td>
<td>- Coaches and mentors others</td>
<td>- Identifies and resolves individual and team performance issues</td>
<td>- Failing to consider customers and providing poor service</td>
</tr>
<tr>
<td>- Identifies issues that require escalation and alerts those required</td>
<td>- Proactively delivers high-quality service</td>
<td>- Builds relationships with key students and internal customers</td>
<td>- Recognises and rewards high performance and desired behaviours</td>
<td>- Blames others for mistakes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Attracts additional customers through service excellence</td>
<td>- Improves processes and culture to drive student and internal customer delivery outcomes</td>
<td><strong>Leader:</strong> Does not set expectations or provide feedback to staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Leader:</strong> Ignores unsatisfactory performance</td>
</tr>
</tbody>
</table>

*People leadership* refers to anyone who has a staff member, team or student reporting directly to them.
Drives Innovation

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

**Foundational**
- Is open to new and different ways of working
- Looks for and takes advantage of opportunities to learn new skills
- Identifies problems and seeks assistance
- Uses new processes and systems as directed

**Intermediate**
- Suggests new ideas and ways of doing things
- Supports improvement initiatives to do with process and systems
- Develops ideas to deal with ambiguity and solve problems
- Anticipates and identifies potential risks or issues, and suggests solutions

**Advanced**
- Works with others in generating new ideas and being innovative
- Takes into account the broader UNSW context, both internally and externally, when formulating solutions
- Champions process and system changes aimed at improving efficiency and effectiveness
- Shows flexibility in implementing change initiatives
- Accepts risk when supporting innovation
- Supports change initiatives, communicates benefits and navigates resistance

**People Leadership**
- Fosters an environment of idea generation
- Encourages different perspectives
- Promotes innovation and engagement activities internally and externally
- Encourages and recognises attempts to innovate, regardless of outcomes
- Initiates change to enable UNSW goals
- Challenges the status quo, and supports colleagues to respond to change positively

**What it is Not**
- Is not willing to experiment with new or different ways of working
- Discourages others from trying new approaches
- Does not accept failure is a normal part of the innovation process
- **Leader:** Discourages team from questioning how things are done and raising new ideas
- **Leader:** Does not communicate or support change initiatives

*People leadership* refers to anyone who has a staff member, team or student reporting directly to them.
# Builds Collaboration

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

<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>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>Builds trust and sustains long-term relationships with internal and external networks</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>Seeks input from peers and shares information freely</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>Manages challenging relationships with diplomacy</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>Identifies key stakeholders and engages ahead of meetings to gain support</td>
<td>Negotiates from an informed position</td>
<td>Relies on email when a conversation would be more effective</td>
</tr>
<tr>
<td></td>
<td>Responds constructively to conflict and disagreements</td>
<td>Recognises and explains the need for compromise</td>
<td>Recognises and explains the need for compromise</td>
<td>Uses devices inappropriately in meetings and forums</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* People leadership refers to anyone who has a staff member, team or student reporting directly to them.
# Embraces Diversity

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

**Foundational**
- Recognises and respects the differences amongst all people
- Contributes to a fair and inclusive environment
- Completes all required inclusion and diversity training

**Intermediate**
- Promotes a fair and inclusive environment
- Speaks out against discrimination
- Demonstrates intercultural awareness
- Acknowledges bias in interactions with others

**Advanced**
- 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

**People Leadership**
- 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
- Gives time, energy and resources towards diversity and inclusion
- Intervenes when personal and organisational bias hotspots are identified

**What it is Not**
- 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

*People leadership* refers to anyone who has a staff member, team or student reporting directly to them.
## Displays Respect

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

<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>- Acts with honesty and integrity</td>
<td>- Practices what they preach</td>
<td>- Treats others as they would like to be treated</td>
<td>Engages in dialogue, rather than one way communication</td>
<td>- Being inconsistent in words and actions</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>
<td>Encourages and responds appropriately to two way feedback</td>
<td>- Thinks only about self at cost of others</td>
</tr>
<tr>
<td>- Shows openness to the viewpoints of others</td>
<td>- Communicates respectfully using appropriate tone and volume</td>
<td>- Recognises when own behaviour is disrespectful and takes corrective action</td>
<td>Is transparent in sharing information</td>
<td>- Is repeatedly disrespectful</td>
</tr>
<tr>
<td>- Takes personal responsibility for their own actions</td>
<td>- Escalates observed misconduct or unprofessional behaviour</td>
<td>- Owns their mistakes and does not try to lay blame</td>
<td>Shares credit with team and colleagues</td>
<td>- Does not listen to others</td>
</tr>
<tr>
<td>- Acknowledges others for ideas</td>
<td>- Engagem in dialogue, rather than one way communication</td>
<td>- Builds a culture where issues are openly discussed without reprimand</td>
<td>Leader: Takes credit for the ideas of others</td>
<td>- Condoning aggressive or intimidating behaviour</td>
</tr>
<tr>
<td>- Acts with honesty and integrity</td>
<td>- Engages in dialogue, rather than one way communication</td>
<td>- Deals proactively with breaches to respect between individuals, team and / or customers</td>
<td>Leader: Always trying to be right, blames others for mistakes.</td>
<td>-</td>
</tr>
</tbody>
</table>