

Leadership Attributes - Part 1

Think Strategically				
Innovative/Creative				
Generic	Dean	DVC	PVC (Campus Head)	PVC
Builds a culture of innovation by encouraging creativity and the application of novel approaches				
Challenges historical assumptions and generates imaginative new ideas and possibilities				
Effectively adapts to rapidly changing environment and embraces and encourages new approaches				
	Takes advantage of emerging technologies	Gathers business related information from a wide variety of sources to help develop strategic ideas	Gathers business related information from a wide variety of sources to help develop strategic ideas	Gathers business related information from a wide variety of sources to help develop strategic ideas
Learns from successes and failures and uses this learning to make improvements				
Result Focus				
Strong focus on results and holds self and others accountable for achieving results				
Consistently achieves or exceeds agreed targets through positive relationships with staff and stakeholders				
Leads others by developing and communicating a clear compelling personal picture of the future for the University				

	Influences the Faculty leadership team to establish goals consistent with the strategic vision of the University	Leads others by developing and communicating a clear compelling personal picture of the future for the University	Leads others by developing and communicating a clear compelling personal picture of the future for the Campus and University	Leads others by developing and communicating a clear compelling personal picture of the future for the University
	Communicates clearly the information needed to set goals aligned with the Faculty vision	Influences the University leadership team to establish goals consistent with the strategic vision of the University	Influences the Campus leadership team to establish goals consistent with the strategic vision of Monash Australia	Influences the University leadership team to establish goals consistent with the portfolio
Creates a motivational environment which encourages and supports necessary change				
		Creates a high level of ownership and commitment to the way ahead by regular communication and consultation with University staff	Creates a high level of ownership and commitment to the way ahead by regular communication and consultation with University staff	Creates a high level of ownership and commitment to the way ahead by regular communication and consultation with University staff
Lead culture				
Encourages a culture that supports the vision of the University				
	Works to create a culture of and commitment to international excellence in research and teaching	Works to create a culture of and commitment to international excellence in research and teaching	Ensures a long range and big picture view of the Campus direction	Works to create a culture of and commitment to international excellence in research and teaching
Act Strategically				
Strategic				
	Develops a long range and big picture view of the Faculty direction	Contributes to a long range and big picture view of the University direction	Demonstrates receptiveness and responsiveness to the economic and social priorities of the Government	Contributes to a long range and big picture view of the University direction
Maintains an international perspective for teaching programs and research				

	Actively develops positive relationships between the Faculty and Government, relevant business and community organisations	Sustains strong positive relationships between the University, Government, relevant business and community organisations	Sustains strong positive relationships between the University, Government, relevant business and community organisations through joint ventures and other collaborative arrangements	Sustains strong positive relationships between the University, Government, relevant business and community organisations
Community Engagement				
Works to position the University competitively and to promote its profile nationally and internationally				
Creates strong working relationships between the Faculty/Campus and other parts of the University				
	Shows a deep understanding of the external environment and identifies challenges and opportunities	Demonstrates a deep understanding of trends in higher education in Australia and overseas and contributes to development of higher education government policy		Demonstrates a deep understanding of trends in higher education in Australia and overseas and contributes to development of University policy
	Demonstrates commitment to engaging with the local community	Demonstrates commitment to engaging with the community and is highly visible within it	Demonstrates commitment to engaging with the community and is highly visible within it	Demonstrates commitment to engaging with the community and is highly visible within it
Fundraising				
	Seeks alternative sources of funding through philanthropic means and capacity to create a compelling vision to persuade potential benefactors to provide financial support to the University	Seeks alternative sources of funding through philanthropic means and capacity to create a compelling vision to persuade potential benefactors to provide financial support to the University	Seeks alternative sources of funding through philanthropic means and capacity to create a compelling vision to persuade potential benefactors to provide financial support to the University	Demonstrates preparedness to take measured risks whilst managing the implications
Judgement/decision making				
Demonstrates preparedness to take risks whilst managing the implications				
Communicates decisions in a timely manner and delegates decision making appropriately				

Extracts the key issues from complex data and information to derive clear, unbiased and useful decisions				
Demonstrates consistently sound judgement in decision making, balancing different agenda successfully				
Driver of change				
Systematically questions and reviews work progress and initiates policy, behaviour or system changes where required				
Shares information widely and communicates to ensure understanding and acceptance of change				
Courage				
Stands up when necessary for those things he/she believes in consistent with Monash values despite opposition or risk to personal popularity				
Challenges the status quo when convinced it is no longer appropriate				
Demonstrates willingness to make the hard decisions				

Lead and Manage People				
Lead and manage people				
	Provides regular supervision and constructive feedback to all Heads of School/Department	Provides regular constructive feedback to staff	Provides regular constructive feedback to staff and provides supervision to Heads of School/Dep't	Provides regular constructive feedback to staff
Creates a work environment in which people are highly engaged and motivated with opportunities for professional growth				
Works to resolve conflict early with positive outcomes				
Builds the Faculty's capacity and capability of staff to meet objectives	Builds the University's capacity and capability of staff to meet objectives	Builds the Campus' capacity and capability of staff to meet objectives	Builds the University's capacity and capability of staff to meet objectives	Builds the Faculty's capacity and capability of staff to meet objectives
Delegates effectively for optimal workload management and development of staff				
Manage Relationships				
Cross boundary collaboration				
	Works to integrate internal Faculty units	Fosters a team environment across the University where people value collaboration and sharing of information	Fosters a team environment across the Campus where people value collaboration and sharing of information	Fosters a team environment across the University where people value collaboration and sharing of information
	Identifies opportunities for and builds cross collaborations with other Faculties and campuses	Builds collaborations with national and international research partners	Builds collaborations with national and international research partners	Builds collaborations with national and international research partners
	Fosters collaborations with national and international research partners and campuses	Contributes significantly to University and external committees and Boards on which he/she serves	Contributes significantly to University and external committees and Boards on which he/she serves	Contributes significantly to University and external committees and Boards on which he/she serves
Representation				
Contributes significantly to University committees and Boards on which he/she serves				

	Actively builds a positive reputation for the Faculty's activities and achievements both within and outside the University	Actively builds a positive reputation for the University's activities and achievements by developing strong networks with relevant external organisations	Actively builds a positive reputation for the Campus' and University's activities and achievements through networks in the business and academic communities	Actively builds a positive reputation for the University's activities and achievements by developing strong networks with relevant external organisations
Manages media relations skilfully to contribute to a positive public image of Monash				
Diversity				
Demonstrates sensitivity to cultural, social and individual differences and preferences				
Fosters diversity principles to inform quality decision making consistent with Monash values				
Adjusts behaviour to differences in culture				
Influence				
Demonstrates a high level of influence and persuasion skills				
Reads situations and people astutely and adjusts approach and style appropriately				
Negotiation				
Demonstrates a high level of self confidence and persuasiveness				

Manage Resources				
Manage information and resources				
	Demonstrates a strong understanding of and interest in the business challenges of the Faculty	Demonstrates a strong understanding of and interest in the business challenges of the University	Demonstrates a strong understanding of and interest in the business challenges of the University	Demonstrates a strong understanding of and interest in the business challenges of the University
	Demonstrates in-depth understanding of Faculty business, success indicators, cost and revenue drivers and sets priorities accordingly	Demonstrates in-depth understanding of University, success indicators, cost and revenue drivers and sets priorities accordingly	Demonstrates in-depth understanding of Campus business, success indicators, cost and revenue drivers and sets priorities accordingly	Demonstrates in-depth understanding of University business, success indicators, cost and revenue drivers and sets priorities accordingly
	Monitors and manages expenditure against the Faculty operating budget and develops strategies aimed to achieve financial self-reliance	Contributes to the development of strategies aimed to achieve financial self-reliance for the University	Ensures alignment of University goals and objectives and meeting of KPIs	Contributes to the development of strategies aimed to achieve financial self-reliance for the University
Identifies cost effective approaches and uses ICT and technological resources efficiently				
Ensures a rapid flow and easy access to required information				
	Ensures Faculty resources are appropriately distributed consistent with organisational priorities	Encourages resources to be appropriately distributed consistent with organisational priorities	Ensures Campus resources are appropriately distributed consistent with organisational priorities	Encourages resources to be appropriately distributed consistent with organisational priorities

Manage Self				
Integrity				
Engenders trust and respect through actions and words which are principled and congruent				
Acts consistently with University goals and values				
Demonstrates a high level of accountability for decisions and commitments made				
Confronts behaviour contrary to the values and reputation of the University				
Personally champions the implementation of University policies				
Flexibility				
Demonstrates openness and flexibility to changing conditions				
Sees the merits of different positions and viewpoints				
Enthusiasm				
	Demonstrates energy and passion for the role of Dean	Demonstrates energy and passion for the role of DVC	Demonstrates energy and passion for the role of PVC (Campus Heads)	Demonstrates energy and passion for the role of PVC
Demonstrates commitment to ongoing personal and professional learning in the role				
Demonstrates enthusiasm for the work of staff				
Reflects on own performance and actively seeks feedback				

Tenacity				
Stays with the position or action consistent with University goals until the objective is reached or clearly unattainable				
Resilience				
Maintains optimism and enthusiasm even in the face of difficulties or setbacks				
Maintains self control and effectiveness in stressful situations				
Strives for a healthy work-life balance and encourages staff to do likewise				
Manages personal time and priorities well				
Self awareness				
Displays a high level of emotional intelligence and understands the impact he/she has on others				
Treats all staff with respect and fairness without preference or bias				
Consults with others as part of decision making				

Manages Activities and Quality				
Has a strong grasp of University policies, regulations and legal compliance accountabilities				
Managerial credibility				
Demonstrates judgement in balancing the needs and expectations of various stakeholders when setting priorities and planning				
	Keeps abreast of developments and changed practices in the University and ensures these are communicated with meaning within the Faculty	Keeps abreast of developments and changed practices in the University sector and ensures these are communicated within the University	Keeps abreast of developments and changed practices in the University sector and ensures these are communicated within the Campus	Keeps abreast of developments and changed practices in the University sector and ensures these are communicated within the University
Quality				
	Ensures high quality standards through management of research and academic programs	Demonstrates strong commitment to the maintenance of academic values in a competitive and rapidly changing policy and fiscal context	Demonstrates strong commitment to the maintenance of academic values in a competitive and rapidly changing policy and fiscal context	Demonstrates strong commitment to the maintenance of academic values in a competitive and rapidly changing policy and fiscal context
Ensures effective quality assurance mechanisms are in place and continuous improvement occurs				
		Ensures processes for student consultation about expectations and satisfaction are in place and acted on	Ensures processes for student consultation about expectations and satisfaction are in place and acted on	Ensures processes for student consultation about expectations and satisfaction are in place and acted on

Leadership Attributes - Part 2

Think Strategically					
Innovative/Creative					
Generic	Vice President	Deputy Dean	Associate Dean	Academic Head	Deputy Academic Head
	Challenges historical assumptions and generates imaginative new ideas and possibilities for the University	Challenges historical assumptions and generates imaginative new ideas and possibilities for the Faculty	Challenges historical assumptions and generates imaginative new ideas and possibilities for the Faculty	Challenges historical assumptions and generates imaginative new ideas and possibilities for the School/Dept	Is able to effectively adapt to a rapidly changing environment and embraces and encourages new approaches
	Is able to effectively adapt to a rapidly changing environment and embraces and encourages new approaches	Is able to effectively adapt to a rapidly changing environment and embraces and encourages new approaches	Is able to effectively adapt to a rapidly changing environment and embraces and encourages new approaches	Is able to effectively adapt to a rapidly changing environment and embraces and encourages new approaches	Shows understanding of value of emerging technologies to teaching and research
	Gathers business related information from a wide variety of sources to help develop strategic ideas	Takes advantage of emerging technologies	Takes advantage of emerging technologies	Takes advantage of emerging technologies	Learns from successes and failures and uses this learning to make improvements
	Formulates breakthrough solutions to longstanding problems or issues	Learns from successes and failures and uses this learning to make improvements	Learns from successes and failures and uses this learning to make improvements	Learns from successes and failures and uses this learning to make improvements	
Result Focus					
Has a strong focus on results and holds self and others accountable for achieving these					
	Consistently achieves or exceeds agreed targets	Consistently achieves or exceeds agreed targets	Consistently achieves or exceeds agreed targets	Undertakes regular School/Dept reviews	Takes a key role in regular School/Dept reviews

	Works closely with Deans and Heads to ensure strategic policy and plans are implemented effectively	Maintains growth in research funding	Maintains growth in research funding	Monitors and reports on the performance of the School/Dept	Assists monitoring and reporting on the performance of the School/Dept
Initiative					
Is proactive rather than reactive to a changing environment and takes early action rather than being forced to act by circumstances					
International Perspective					
	Leads a focus on an international perspective for enhancing the international standing of the University and Faculty	Maintains an international perspective for teaching programs and research	Maintains an international perspective for teaching programs and research	Seeks new opportunities for enhancing the international standing of the University and School/Dept	Seeks new opportunities for enhancing the international standing of the University and School/Dept
	Helps to attract and retain world class researchers	Attracts and retains world class researchers	Attracts and retains world class researchers	Attracts and retains world class researchers	Assists in attracting and retains world class researchers
	Contributes to the growth of overseas campuses and ensures the alignment of their strategy and quality with Monash Australia	Contributes to the growth of overseas campuses and ensures the alignment of their strategy with Monash Australia	Contributes to the growth of overseas campuses and ensures the alignment of their strategy with Monash Australia	Contributes to the growth of overseas campuses by development of School/Dept activities through them	Contributes to the growth of overseas campuses by development of School/Dept activities through them

Lead Direction & Culture					
Visionary					
	Develops excellent relationships with stakeholders inside and outside the University and ensures a highly visible profile within the University	Leads others by developing and communicating a clear compelling personal picture of the future for the Faculty	Develops and maintains quality standards within the Faculty by overseeing the development and review of the teaching programs and Faculty research activities	Develops a shared vision for future directions, goals and priorities for the School/Dept aligned with University priorities	Contributes to a shared vision for future directions, goals and priorities for the School/Dept aligned with University priorities
	Leads others by developing and communicating a clear compelling personal picture of the future for the University	Influences the Faculty leadership team to establish goals consistent with the strategic vision	Contributes to the development and maintenance of an effective work climate within the Faculty	Influences the School/Dept leadership team to establish goals consistent with the strategic vision	Generates and contributes to educational debates and policy discussions within the School/Dept
	Provides leadership in assessment and revision of the University's strategic plan	Communicates clearly the information needed to set goals aligned with the Faculty vision	Communicates clearly the information needed to set goals aligned with the Faculty vision	Communicates clearly the information needed to set goals aligned with the School/Dept vision	Communicates clearly the information needed to set goals aligned with the School/Dept vision
	Creates a motivational environment which encourages and supports necessary change	Creates a motivational environment which encourages and supports necessary change	Creates a motivational environment which encourages and supports necessary change	Creates a motivational environment which encourages and supports necessary change	Contributes to a motivational environment which encourages and supports necessary change
	Advises the Vice-Chancellor on relevant policy, programs and strategic issues		Ensures consistency and equity in the Faculty's practices by monitoring the implementation of university policies and procedures		
	Creates a high level of ownership and commitment to the way ahead by regular communication and consultation with University staff				

Lead Culture					
Encourages a culture that supports the vision of the University					
		Works to create a culture of and commitment to international excellence in research and teaching	Works to create a culture of and commitment to international excellence in research and teaching	Works to create a culture of and commitment to international excellence in research and teaching	Works to create a culture of and commitment to international excellence in research and teaching

Act Strategically					
Strategic					
Works to create a culture of and commitment to international excellence in research and teaching					
	Contributes to a long range and big picture view of the University direction	Develops a long range and big picture view of the Faculty direction	Develops a long range and big picture view of the Faculty direction	Develops a long range and big picture view of the School/Dept direction	Contributes to a long range and big picture view of the School/Dept direction
	Sustains strong positive relationships between the University, Government, relevant business and community organisations	Actively develops positive relationships between the Faculty and Government, relevant business and community organisations	Makes a significant contribution to the Faculty management, academic forums and committees and provides advice to the Dean on a broad range of matters	Actively develops positive relationships between the School/Dept and Government, relevant business and community organisations	Actively develops positive relationships between the School/Dept and Government, relevant business and community organisations
	Works to position the University competitively and to promote its profile nationally and internationally	Creates strong working relationships between the Faculty and other parts of the University	Creates strong working relationships between the Faculty and other parts of the University	Creates strong working relationships between the School/Dept and other parts of the University	Assists development of strong working relationships between the School/Dept and other parts of the University
	Shows a deep understanding of trends in higher education in Australia and overseas and contributes to development of higher education government policy	Shows a deep understanding of the external environment and identifies challenges and opportunities	Develops and maintains systems to monitor and implement measures to improve the quality of Faculty's activities	Shows a deep understanding of the external environment and identifies challenges and opportunities	Shows understanding of the external environment and identifies challenges and opportunities
Entrepreneurial					
Shows preparedness to take risks whilst managing the implications					

	Seeks alternative sources of funding through philanthropic means and capacity to create a compelling vision to persuade potential benefactors to give financial support to the University	Seeks alternative sources of funding through philanthropic means and capacity to create a compelling vision to persuade potential benefactors to give financial support to the University	Seeks alternative sources of funding through philanthropic means and capacity to create a compelling vision to persuade potential benefactors to give financial support to the University	Maximizes opportunities for raising funds from appropriate sources outside the School/Dept	Assists development of opportunities for raising funds from appropriate sources outside the School/Dept
Judgement/Decision Making					
Communicates decisions in a timely manner and delegates decision making appropriately					
Extracts the key issues from complex data and information to derive clear, unbiased and useful decisions					
Shows consistently good judgement in decision making, balancing different agendas successfully					
Driver of Change					
	Systematically questions and reviews how the University does business and influences policy, behaviour or system changes where required	Systematically questions and reviews how the Faculty does business and initiates policy, behaviour or system changes where required	Systematically questions and reviews how the Faculty does business and initiates policy, behaviour or system changes where required	Changes structure of School/Dept where necessary to best support strategy	Assists the implementation of new structures of School/Dept
Shares information widely and communicates to ensure understanding and acceptance of change					

Stands up when necessary for those things he/she believes in consistent with Monash values despite opposition or risk to personal popularity					
Courage					
Shows willingness to make the hard decisions					
	Challenges the status quo when convinced it is no longer appropriate	Challenges the status quo when convinced it is no longer appropriate	Challenges the status quo when convinced it is no longer appropriate	Challenges the status quo when convinced it is no longer appropriate	

Lead & Manage People					
Lead & Manage People					
Creates a work environment in which people are highly engaged and motivated with opportunities for professional growth					
	Builds the University's capacity and capability of staff to meet objectives	Builds the Faculty's capacity and capability of staff to meet objectives	Works to create a cohesive Faculty structure and environment which can achieve the Faculty's objectives, taking best advantage of the diverse nature of staff, interests and campuses	Builds the School/Dept's capacity and capability of staff to meet objectives	Helps build the School/Dept's capacity and capability of staff to meet objectives
	Communicates the results of institutional assessment to stakeholders and the public	Treats all staff with respect and fairness without preference or bias	Treats all staff with respect and fairness without preference or bias	Ensures the guidance and development of staff and personnel-related issues in the School/Dept	Mentors junior members of staff
Ensure appropriate succession planning strategies are in place					
	Consults with others as part of decision making	Consults with others as part of decision making	Consults with others as part of decision making	Consults with others as part of decision making	Facilitates communication with the School/Dept through information dissemination, consultation and forums

	Provides regular constructive feedback to staff	Provides regular supervision to all Heads of School	Oversees the annual performance review process within the Faculty and ensure its effectiveness	Ensures that work done by employees and contractors complies with all relevant policies, procedures and statutory obligations (Finance, HR, EHS etc) and areas of non-compliance are addressed within recommended timeframes	Ensures that work done by employees and contractors complies with all relevant policies, procedures and statutory obligations (Finance, HR, EH&S etc) and areas of non-compliance are addressed within recommended timeframes
	Surfaces conflict early and works to resolve it quickly	Surfaces conflict early and works to resolve it quickly	Works to gain consensus, resolving conflict effectively	Ensures fair and equitable treatment of all staff and students	Ensures fair and equitable treatment of all staff and students
	Delegates effectively for optimal workload management and staff development	Delegates effectively for optimal workload management and staff development	Delegates effectively for optimal workload management and staff development	Ensures that all new staff of the School/Dept receive appropriate and effective induction	Ensures that all new staff of the School/Dept receive appropriate and effective induction
Manage Relationships					
Cross Boundary Collaboration					
	Fosters a team environment across the University where people value collaboration and sharing of information	Works to integrate internal Faculty units	Works to integrate internal Faculty units	Works to integrate internal School/Dept units	Works to integrate internal School/Dept units
	Builds collaborations with national and international research partners	Identifies opportunities for and builds cross collaborations with other Faculties	Identifies opportunities for and builds cross collaborations with other Faculties	Identifies opportunities for and builds cross collaborations with other Faculties	Identifies opportunities for and builds cross collaborations with other Faculties
Representation					
	Contributes significantly to University and external committees and Boards on which he/she serves	Fosters collaborations with national and international research partners	Promotes effective working relationships between Faculty and central academic and administrative units	Fosters collaborations with national and international research partners	Fosters collaborations with national and international research partners

		Contributes significantly to University committees and Boards on which he/she serves	Contributes significantly to University committees and Boards on which he/she serves	Contributes significantly to University committees and Boards on which he/she serves	Contributes significantly to University committees and Boards on which he/she serves
	Actively builds a positive reputation for the University's activities and achievements by developing strong networks with relevant external organisations	Actively builds a positive reputation for the Faculty's activities and achievements both within and outside the University	Actively builds a positive reputation for the Faculty's activities and achievements both within and outside the University	Actively builds a positive reputation for the School/Dept's activities and achievements both within and outside the University	Represents the School/Dept on University or other committees
	Manages media relations skilfully to contribute to a positive public image of Monash	Manages media relations skilfully to contribute to a positive public image of Monash	Develops and enhances the Faculty's visibility and image as a leading international education and research centre of excellence	Manages media relations skilfully to contribute to a positive public image of Monash	Acts as an advocate for the School/Dept within the University
Diversity					
Adjusts behaviour to differences in culture					
	Demonstrates sensitivity to cultural, social and individual differences and preferences	Demonstrates sensitivity to cultural, social and individual differences and preferences	Demonstrates sensitivity to cultural, social and individual differences and preferences	Establishes mechanisms to ensure that the University's diversity policy is implemented	Helps to establish mechanisms to ensure that the University's diversity policy is implemented
Influence					
Demonstrates a high level of influence and persuasion skills					
Reads situations and people astutely and adjusts approach and style appropriately					

	Commands respect through outstanding personal presence, accessibility and impeccable personal and professional behaviour				
Negotiation					
	Shows a high level of self confidence and persuasiveness and achieves excellent negotiated outcomes for the University whilst sustaining long term relationships	Shows a high level of self confidence and persuasiveness	Shows a high level of self confidence and persuasiveness	Shows a high level of self confidence and persuasiveness	Shows a high level of self confidence and persuasiveness

Manage Resources					
Manage Information & Resources					
Identifies cost effective approaches and uses IT and technological resources efficiently					
	Demonstrates a strong understanding of and interest in the business challenges of the University	Demonstrates a strong understanding of and interest in the business challenges of the Faculty	Demonstrates a strong understanding of and interest in the business challenges of the Faculty	Demonstrates a strong understanding of and interest in the business challenges of the School/Dept	Demonstrates understanding of and interest in the business challenges of the School/Dept
	Shows in-depth understanding of University, success indicators, cost and revenue drivers and sets priorities accordingly	Shows in-depth understanding of Faculty business, success indicators, cost and revenue driver's and sets priorities accordingly	Shows in-depth understanding of Faculty business, success indicators, cost and revenue driver's and sets priorities accordingly	Shows in-depth understanding of School/Dept business, success indicators, cost and revenue drivers and sets priorities accordingly	Shows understanding of School/Dept business, success indicators, cost and revenue drivers and sets priorities accordingly
Ensures a rapid flow and easy access to required information					
	Contributes to the development of strategies aimed to achieve financial self-reliance for the University	Monitors and manages expenditure against the Faculty operating budget and develops strategies aimed to achieve financial self-reliance	Monitors and manages expenditure against the Faculty operating budget and develops strategies aimed to achieve financial self-reliance	Monitors and manages expenditure against the School/Dept operating budget and develops strategies aimed to achieve financial self-reliance	Assists the management of School/Dept finances
	Encourages resources to be appropriately distributed consistent with organisational priorities	Ensures Faculty resources are appropriately distributed consistent with organisational priorities	Ensures Faculty resources are appropriately distributed consistent with organisational priorities	Ensures School/Dept resources are appropriately distributed consistent with organisational priorities	Assists School/Dept resources to be appropriately distributed consistent with organisational priorities

	Contributes actively to the generation of philanthropic funds			Represents the interests and needs of the School/Dept within the University through active engagement with Academic Board, School/Dept and other University groups and committees	Represents the interests and needs of the School/Dept within the University through active engagement with Academic Board, School/Dept and other University groups and committees
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Manage Self					
Integrity					
Engenders trust and respect through actions and words which are principled and congruent					
Acts consistently with University goals and values					
Demonstrates a high level of accountability for decisions and commitments made					
Confronts behaviour contrary to the values and reputation of the University					
Personally champions the implementation of University policies					
Shows openness and flexibility to changing conditions					
Flexibility					
Sees the merits of different positions and viewpoints					
Demonstrates commitment to ongoing personal and professional learning in the role					

Enthusiasm					
Reflects on own performance and actively seeks feedback					
Demonstrates enthusiasm for the work of staff					
	Shows energy and passion for the role of Vice President	Shows energy and passion for the role of Deputy Dean	Shows energy and passion for the role of Associate Dean	Shows energy and passion for the Headship role	Shows energy and passion for the Deputy Headship role
Tenacity					
	Stays with the position or action until the objective is reached or clearly unattainable	Stays with the position or action until the objective is reached or clearly unattainable	Stays with the position or action until the objective is reached or clearly unattainable	Maintains academic leadership credibility through ongoing research activities	Maintains academic leadership credibility through ongoing research activities
Maintains optimism and enthusiasm even in the face of difficulties or setbacks					
Resilience					
Maintains self control and effectiveness in stressful situations					
Strives for a healthy work-life balance and encourages staff to do likewise					
Manages personal time and priorities well					
Self Awareness					
Displays a high level of emotional intelligence and understands the impact he/she has on others					

Manages Activities and Quality					
Managerial Credibility					
Shows judgement in balancing the needs and expectations of various stakeholders when setting priorities and planning					
	Has a strong grasp of University policies, regulations and legal compliance accountabilities	Has a strong grasp of University policies, regulations and legal compliance accountabilities	Has a strong grasp of University policies, regulations and legal compliance accountabilities	Demonstrates knowledge of key risks to School/Dept objectives, University priorities and critical projects and manages these risks effectively	Assists the Head manage key risks in Department/School activities
	Keeps abreast of developments and changed practices in the University sector and ensures these are communicated within the University	Keeps abreast of developments and changed practices in the University and ensures these are communicated within the Faculty	Keeps abreast of developments and changed practices in the University and ensures these are communicated within the Faculty	Keeps abreast of developments and changed practices in the University and ensures these are communicated within the School/Dept	Keeps abreast of developments and changed practices in the University and ensures these are communicated within the School/Dept
Quality					
	Shows strong commitment to the maintenance of academic values in a competitive and rapidly changing policy and fiscal context	Fosters high quality standards through management of research and academic programs	Ensures curriculum development and delivery which provides students with a variety of high quality learning experiences	Develops a culture of evaluation and benchmarking and striving for continuous improvement	Assists in the development of a culture of evaluation and benchmarking and striving for continuous improvement
	Ensures effective quality assurance mechanisms are in place and continuous improvement occurs	Ensures appropriate controls are in place for policies, procedures and reporting requirements	Oversees quality assurance and improvement activities to ensure that achievement and employment levels are comparable to benchmarks	Ensures appropriate controls are in place for policies, procedures and reporting requirements	Ensures appropriate controls are in place for policies, procedures and reporting requirements
	Ensures processes for student consultation about expectations and satisfaction are in place and acted on		Ensures that curricula and syllabuses are up-to-date, market driven, relevant and equip students for further employment	Ensures environmentally responsible work practices	Ensures environmentally responsible work practices

	Contributes to the improvement of quality of life on and around the University				
Service Orientation					
	Shows leadership in understanding community needs and changing expectations and contributing to policies to address these	Shows commitment to engaging with the local community	Seeks opportunities to meet the teaching, research and development needs of the community in a constantly changing environment	Shows commitment to engaging with the local community	Shows commitment to engaging with the local community
			Associate Dean (Research)		
			Researches and reports on the overall research profile of the Faculty including development of key metrics for research performance	Works to identify opportunities and provides support for commercialisation of I.P.	
			Oversees the preparation of the Research and Research training plan for the Faculty and advises the Dean on strategies to improve the research profile	Acts to foster interdisciplinary research and to foster national and international research	
			In conjunction with Heads of School provides a focal point for graduate research students, including orientation, assistance with finding resources, effective supervision and mentoring processes	Promotes research into teaching practices within the Faculty, including researching innovative techniques	
			Ensures faculty-based mechanisms for new researchers are developed and implemented		

