

## Performance Planning and Review Guidelines – Senior Employees

The following performance indicators are provided as a guide only.

### Strategic Leadership and Achievement

#### *Performance benchmarks*

- Identifies emerging trends (internal and external) and thinks and plans strategically.
- Adopts a flexible and proactive approach to problem solving, pre-empting and preparing for opportunities.
- Initiates and implements plans and actions and achieves the stated goals and objectives of the UNE.
- Influences and motivates others to achieve positive outcomes through the development of a planning and performance oriented culture.
- Encourages the contribution of others.
- Promotes the development of staff and acts as mentor and coach as appropriate.
- Displays enthusiasm, determination and persistence to achieve results.

### Analysis and Judgment

#### *Performance benchmarks*

- Makes timely and effective decisions taking into account the relevant circumstances.
- Collects, analyses and evaluates information effectively considering the broad picture.
- Anticipates problems and develops better solutions combining the inventive with the practical.
- Balances cost and effectiveness to achieve the required results.
- Exercises common sense to balance rules, results and takes prompt, appropriate action.

### Effective Communication

*Relates to oral and written communication. Including the senior staff member's ability to use clear and effective two way communication with a wide range of people (up, down and across the organisation) and in all situations.*

#### *Performance benchmarks*

- Articulates a viewpoint, and argues concisely, objectively and persuasively.
- Achieves desired impact through the use of appropriate language and other non-verbal communication techniques.
- Brings conflict into the open and encourages and /or facilitates a beneficial resolution.
- Negotiates, where appropriate, mutually acceptable solutions with all parties involved.
- Communicates information and decisions promptly and clearly to staff and clients.
- Positively promotes UNE in all forums.
- Takes the individual and style differences of staff into account.
- Is skilled in communicating in diverse and cross-cultural circumstances.

## Management of People

*Relates to the extent to which the senior staff member seeks to maximise the quality and contributions of staff within their work unit.*

### **Performance benchmarks**

- Provides a strong sense of direction clearly based on the strategic and operational plans of the University and the specific work unit.
- Takes steps to build and maintain a cohesive and motivated work unit where staff are mentored and supported.
- Initiates and implements strategies to meet the equal employment opportunity and affirmative action policies of UNE and ensures all human resource practices within their area of responsibility are consistent with those policies.
- Develops and maintains a safe, healthy and harassment free workplace.
- Generates a high level of motivation and commitment from staff.
- Ensures that all staff are provided with appropriate developmental opportunities.

## Management of Financial and Physical Resources

*Relates to the senior staff member's knowledge and practical application of appropriate and up-to-date financial resource management practices that support the achievement of UNE's goals and objectives.*

### **Performance benchmarks**

- Translates broad objectives into operational plans to support optimal use of resources in achieving required outcomes.
- Organises and monitors resources, people and equipment to achieve timely and cost effective results.
- Resources functional responsibilities in accordance with UNE strategic priorities.
- Achieves agreed financial targets for operational costs or revenue generation.
- Identifies and implements access to, and use of, information technology which has significant impact on work practices and the achievement of goals.
- Adheres to approved operational budgets in accordance with UNE budgeting principles.

## Planning Skills

### **Performance benchmarks**

- Provides specialist advice in their domain of responsibility to support the University's Strategic Plans, policy development and implementation.
- Builds and maintains strong professional/specialist alliances and networks which enhance UNE's strategic objectives.
- Demonstrates practical expertise and provides specialist support to committees, working parties and work teams.
- Enables their staff to achieve operational outcomes that support the strategic plan.

## **Self Management**

### ***Performance benchmarks***

- Is self managing, thinks ahead, sets priorities, utilises time effectively to meet realistic deadlines and work peaks, and takes responsibility for decisions.
- Adopts a positive attitude to initiating appropriate action.
- Is a self starter.
- Is self aware and takes responsibility for actions.
- Adopts a flexible approach to the job, exercising initiative and creativity.
- Transforms ideas into workable techniques and practices.