PERFORMANCE DEVELOPMENT PLANNING GUIDE

ACADEMIC STAFF

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THE UNIVERSITY OF
NOTRE DAME
AUSTRALIA

Performance Development Planning (PDP)

The work you do is essential for UNDA to achieve our organisational plans and priorities as well as your individual performance goals. The performance development process supports us to build a high-performance culture.

Your Performance Development Plan (PDP) is designed to show how your contribution, personal development and career development, aligns with the organisations' plans and priorities. It also identifies your contribution and supports your career development and progression

PERFORMANCE PLANNING CYCLE

End of Year Review
October to December

Development Planning
January to April

Mid Year Review
June to August

Performance Planning 2023

End of Year Review
October to December

Development Planning
November to February

Mid Year Review
June to August

Performance Planning 2024

PDP PROCESS

Step 1

Manager & Employee to discuss and complete PDP using the Word Template

Step 2

Employee to upload PDP on PeopleSoft after developing the year ahead plan and click save

Step 3

Manager & Employee meet to have mid-year conversation and record in the PDP Word Template
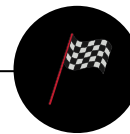
Step 4

Manager & Employee meet to have end of year conversation and record in the PDP Word Template. Manager or Employee to upload PDP in to PeopleSoft

Step 5

Manager to record performance rating on PeopleSoft, after reviewing and sharing with employee

Step 6

Employee to review Manager comments, PDP, and rating, and click on acknowledge. Process is finalised and employee and manager can start to think about planning for the following year

Step 1

THE UNIVERSITY OF NOTRE DAME AUSTRALIA

ACADEMIC STAFF PERFORMANCE DEVELOPMENT PLAN (PDP)

Employee Name:		Manager Name:	
Position Title:		PDP Year:	
Faculty/Division:		Date Performance Goals agreed:	

Performance Development Plan

The work you do is essential for UNDA to achieve our organisational plans and priorities as well as your individual performance goals. The performance development process supports us to build a high-performance culture.

Your Performance Development Plan is designed to show how your contribution, personal development and career development aligns with the organisations plans and priorities. It also identifies your contribution and supports your career development and progression.

The Performance Development process includes:

- ongoing, quality discussions to ensure you have the support you need to do your job and achieve your career development goals

- performance goals to ensure your efforts are aligned to the organisational goals and Faculty/Division priorities, and to provide you with the measures that will be used to evaluate your performance

- UNDA Guiding Principles – Our Ways of Working

- a personal development plan which helps you map your career and personal development aspirations

To help you write your Performance and Development goals:

Ask yourself the question	Resource
How does my role contribute to the achievement of the strategic plan?	UNDA Strategic Plan, Faculty/Division priorities, operational plans or any project plan objectives
Are there any goals which carry over to this year's plan?	Last year's Performance Development Plan
What level of capability is required? What development might I need?	Your current position description

1

Front Page

The first step in the planning process is to complete the front page of the form at the start of each calendar year.

As per the planning cycle, it is also possible to complete the planning session in the same discussion as completing the End of Year Review for the previous year.

Step 1

Performance Goal Planning

PERFORMANCE GOALS

Effective Goals are SMART – Specific, Measurable, Achievable, Relevant, and Timeframed.

Strategic Priorities/Areas of Academic Endeavour	Individual Performance Goals	Measures of Success
Link the relevant pillars of the Strategic Plan to the areas of academic endeavour and Strategic Priority	*Outline your goals which support your Faculty/ Division's priorities. What will you achieve? These should be specific, achievable and relevant.*	*How will you measure your success? Describe the measures, targets and timeframes for each of your goals?*
Learning, Teaching and Scholarship		

Example: Strategic Pillar - Integrating Practice and Knowledge
 	
Educating for the Common Good
 	
Universality
 	
Strategic Priority – *Deliver a Learning and Teaching experience that provides practical opportunities and inspires students in their chosen fields*
	• Design academically rigorous and inspiring programs that provides practical experience opportunities
	   ○ Expand international practicum opportunities with our global university partners
	   ○ Work with partners to co-design post-graduate programs
	   ○ Providing professional learning and accreditation courses for aligned professions, which includes microcredentials
	
	• Complete review of all undergraduate programs to ensure that they have a pathway, postgraduate and microdential/short course option
	   ○ Provide international partner collaboration that allows for different geographical and cultural contexts
	   ○ Design and implement a minimum of two joint international degree programs
	   ○ Integrate studies from other disciplines and professions by end of 2024
		• Maintained or improved performance across the QILT rankings including Student Experience (>90%), Graduate Outcomes Survey (>90%), and top 10 for Employer Satisfaction by end of 2023
		
		• All programs provide practical experience opportunities for all students by the end of 2023
		
		• Development of a Centre for Integrated Practice and Knowledge to connect students, our partners, and opportunities
		
		• An increase of 10% in the number of students who pursue interdisciplinary and nested awards by end of 2024
		
		• Approval of all programs through
		   ○ AQF
		   ○ TEQSA
		   ○ UNDA Academic Board

Research		

Example: Strategic Pillar – Transformative Research
 	
Strategic Priority – *Improve research outcomes*
	• Establish a research development framework
	   ○ Design an engagement and impact assessment for all proposals
	   ○ Attract new and additional funding outside of university-led grants
	   ○ Engage and participate in three (3) new international strategic research partnerships
		• Reach world standard ratings in the majority of our Fields of Research in the Excellence in Research in Australia Quality, Impact and Engagement assessment (2026).
		
		• Increase of 10% the number of external grants involving our staff and where Notre Dame is the Administering Institution by 2025

		• Increase of 25% the number of Higher Degree by Research enrolments that are supported by industry/profession partners by the end of 2025
Service and Engagement		

Example: Strategic Pillar – Integral Human Development
 	
Integrating Practice and Knowledge
 	
Strategic Priority – *Enhance the education pathways for rural and remote students, low SES and Aboriginal and Torres Strait Islander communities*
	• Design and implement education program pathways for rural and remote students, low SES and Aboriginal and Torres Strait Islander communities
	   ○ Create programs and practices that are ethical
		• Increase access to university education at Notre Dame
		   ○ Increase Equity student enrolments - 15% growth per annum for Aboriginal and Torres Strait Islander students, 5% for low SES students, and 1% for regional and remote students
		
		• Reconciliation Action Plans developed, embraced, and embedded and tailored for each campus by end 2024

Performance Goals cont.

Strategic Pillar / Strategic Priorities

Outline your Strategic Priority and link to the relevant Strategic Pillar. You should also link to your areas Operational Plan where there is one in place. You should aim for 3-5 priorities (5 maximum)

Individual Performance Goals

Indicate your overarching performance goal here and the tasks that will help you to achieve the goal. The tasks should be SMART and there is no limit on how many goals you can have to support the Strategic Priority

Measures of Success

Each task should be supported by a success measure that outlines both a quantitative and qualitative measure accompanied by a timeframe

Note: Strategic priorities are intended to be fluid, so should be updated or replaced throughout the year when goals have been met.

Step 1

UNDA GUIDING PRINCIPLES

Comment on how you have displayed behaviours in achieving your performance goals. The expectation is to focus on a minimum of two Guiding Principles
NB. Refer to the Performance Development Guide for assistance when setting your goals

UNDA Guiding Principles	Mid-Year Review	Final Review
	Provide demonstrated examples of behaviour	*Provide demonstrated examples of behaviour*
Building Community *We are a connected, welcoming, and collaborative University that treats everyone with respect and dignity* **Ways of Working:** *eg. I will show mutual respect, have sincere dialogue, and protect the rights of individuals*	Employee: Manager:	Employee: Manager:
Service Excellence *We are a community of service that strives for excellence* **Ways of Working:** *eg. I will demonstrate professionalism during interactions with students and/or internal customers*	Employee: Manager:	Employee: Manager:
Developing Wisdom *We continuously build our knowledge and experience as lifelong learners* **Ways of Working:** *eg. I will be discerning with the actions I take, by using both experience and knowledge when making decisions*	Employee: Manager:	Employee: Manager:
Supporting Creativity *We imagine what is possible and foster creativity to challenge constraints and drive progression* **Ways of Working:** *eg. I will champion process and system changes to improve efficiency and effectiveness*	Employee: Manager:	Employee: Manager:

UNDA Guiding Principles - Ways Of Working

UNDA Guiding Principles

Identify a minimum of two Guiding Principles that you want to develop

Ways of Working

Once you have identified the Guiding Principles, include one or multiple ways of how you will apply this "way of working" in the workplace. At the end of this guide you will find UNDA Guiding Principles - Ways of Working examples, to assist you if required

Step 1

DEVELOPMENT GOALS - Aspirational

An effective development plan will include a variety of learning activities and approaches. Consider different ways you can learn, grow and develop. 70% of learning occurs through experience on the job, 20% learning from others and 10% from training. Development goals should link to capability development - helping you reach your performance goals and behaviours.

Actions for development could include working on a special project; shadowing someone in a different area or role; becoming a subject matter expert; coaching others as they develop; becoming a mentor; completing an online learning course on LinkedIn Learning; undertaking formal classroom training; conferences; other developmental activities.

	Development Goals	Agreed Action	Mid-Year review	Year End Review
	Reflecting on your performance goals, your behaviours and capability required, what knowledge, skills and behaviours do you need to develop to be successful?	Describe the type of development you require e.g. projects & assignments, coaching, training etc.	Discuss the progress of your development goal - is further support required?	Discuss if your development goal was achieved?
	Eg. Improving my communication skills focusing on building trust	• Shadow an employee with a high level of capability in this area • Lead a project that involves working with key stakeholders		
Current Role			Employee: Manager:	Employee: Manager:
Future Role			Employee: Manager:	Employee: Manager:

Development Goals - Aspirational

Development Goals - Current Role

Identify any areas of development required for your current role. Goals may be either behavioural or operational. All employees should have at least one development goal for their current role

Development Goals - Future Role

Identify any areas of development required for your future role. Goals may be either behavioural or operational. This is optional

Agreed Action

Identify the training, coaching or mentoring support required to assist you in developing your identified area of development, and the agreed action you have with your manager. You should ensure that you use the 70:20:10 method (see above in the PDP)

Step 2 ✅

Loading your PDP on Our People Hub - PeopleSoft

Our People hub (PeopleSoft) Process

Once you and your manager have completed the PDP you will then need to load
the PDP into PeopleSoft

Loading the PDP

Using the diagrams below follow the steps to load your PDP into PeopleSoft.

Employee Self Service: Performance

- Select the link sent to you via email and you will be directed to login to Our People Hub (PeopleSoft)
- Once logged in you will be directed to the 'Performance Process' screen
- Select 'Start' on the right-hand corner.

Optional: You may choose to directly log in on Our People Hub (PeopleSoft). Proceed to navigate to 'Employee Self Service' and then select the 'Performance tile'

Note: If you have already logged in on PeopleSoft that day, you will be directed to a slightly different screen called 'My Current Documents'

- On the Performance screen, under 'My current documents', please select 'Performance Development Plan' for the current year

- On the 'Performance Development Plan' screen you will find 'steps & tasks' menu on the left which reflects your progress

- Select the 'upload PDP' button found bottom left of 'section 1 – Upload Performance Plan'

- Upload your PDP document and select 'Upload'
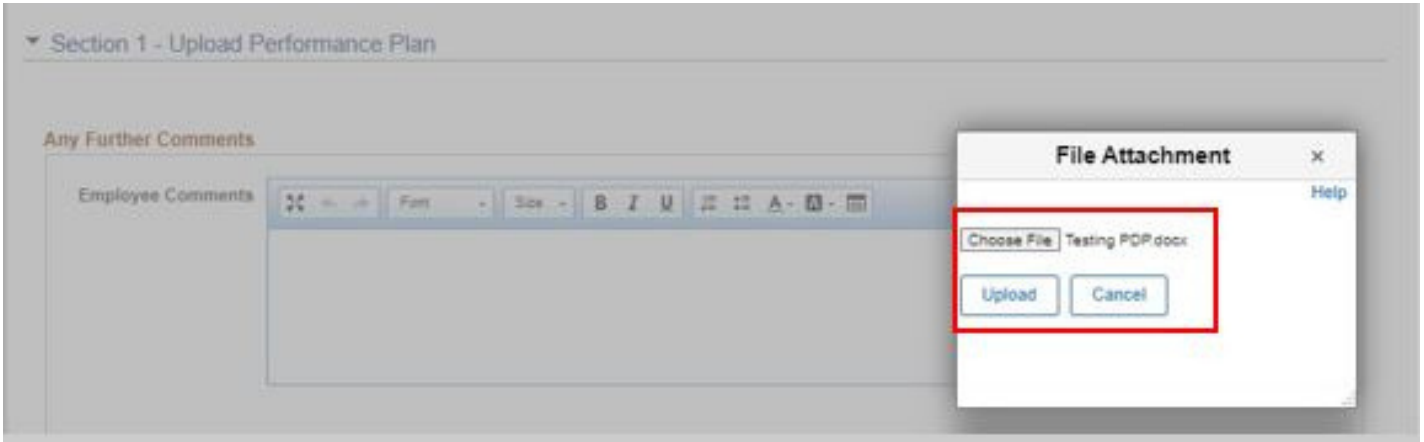
- Once the upload is complete it will be shown under 'PDP' section, please provide a 'Description' and under the 'Attachment Audience' drop down list select 'Employee and Manager.'
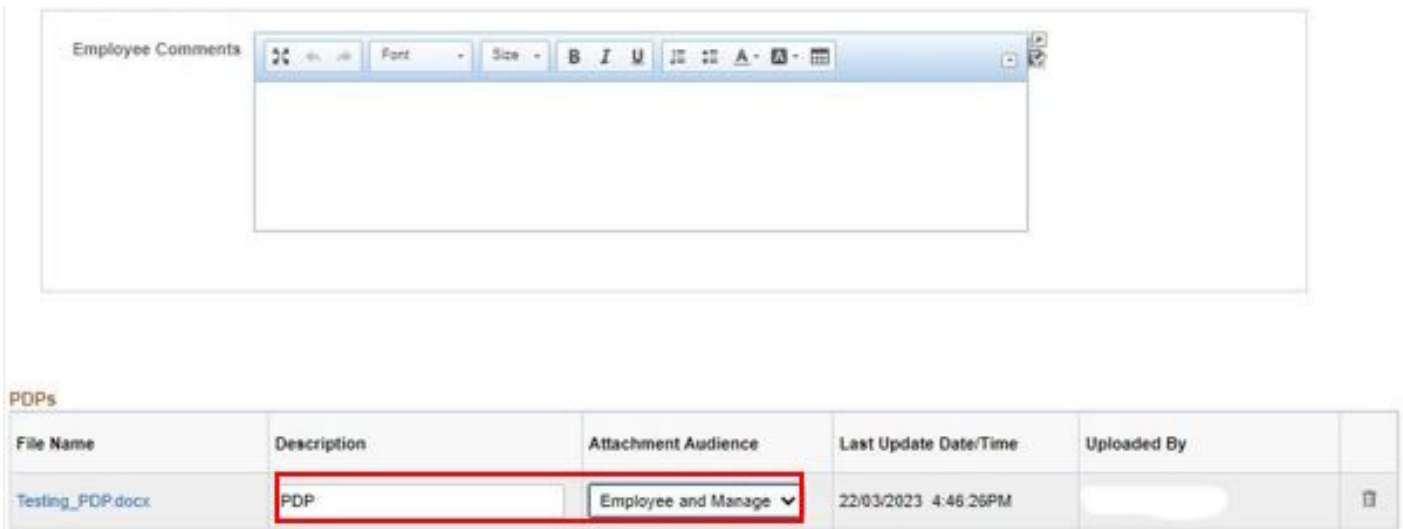
- Once you have successfully uploaded your PDP, select the 'Save' button on the top right-hand.
- Post saving, you may wish to notify your manager that you have uploaded your plan. To do this click on notify. and add a message if you choose to

Note: Do Not Click on 'Complete' in this step, as it will end your process

Optional: If you chose to notify your manager, the 'send notification' box will open, please write a message and select the 'Send' - once complete.

Note: Do Not Change the email address as the system by default will send it to your Line Manager

Step 3

Mid-Year Review

Performance Goals - Mid-Year Review

Using the diagram below, complete the Employee section of the mid-year review and the Guiding Principles section (see next page) then forward to your manager to complete. You and your manager should meet to discuss the outcomes and document your comments in the Overall Comments page

List the outcomes achieved in the first 6 months of your Performance Development Plan. At this stage you may want to revise initial goals or update with new goals

The employee and manager are to provide overall comments, including all achievements and any action required.

PERFORMANCE GOALS – Mid-Year Review
Comment here on progress on performance goals.

Strategic Priorities	Individual Performance Goals and Success Measures	Outcomes	Mid-Year Review
List your strategic priorities that were identified in your initial plan	Incorporate what the goals and measures of success you were working towards	What were the outcomes?	Comment on overall achievement & action required for work performed to date.
			Employee: Manager:
			Employee: Manager:
			Employee: Manager:
			Employee: Manager:

List your performance goals and success measures that were identified in your initial plan

List your strategic priorities identified in your initial plan

OVERALL COMMENTS

Mid-Year Review Comments:	
Employee:	Manager:

Guiding Principles - Mid-Year Review

Using the diagram below, complete the Employee section of the mid-year review at the same time as the Performance Goals section

During your mid-year review provide examples of how you have displayed the behaviours to support the required "Ways of Working"

UNDA GUIDING PRINCIPLES

Comment on how you have displayed behaviours in achieving your performance goals. The expectation is to focus on a minimum of two Guiding Principles
NB. Refer to the Performance Development Guide for assistance when setting your goals

| UNDA Guiding Principles	Mid-Year Review	Final Review
	Provide demonstrated examples of behaviour	*Provide demonstrated examples of behaviour*
Building Community *We are a connected, welcoming, and collaborative University that treats everyone with respect and dignity* **Ways of Working:** *eg. I will show mutual respect, have sincere dialogue, and protect the rights of individuals*	Employee: Manager:	Employee: Manager:
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Step 4 👤

End-of-Year Review

Performance Goals - Mid-Year Review

Using the diagram below, your manager will ask you to complete the Employee section of the end-of-year review and the Guiding Principles section (see next page). Once complete forward to your manager so they can complete their section. You and your manager should meet to discuss the outcomes and document your comments in the Overall Comments page. Your manager will also record your rating of "meets expectations" or "does not meet expectations"

List the outcomes achieved in over the last 12 months of your Performance Development Plan.

The employee and manager are to provide overall comments, including all achievements and any next steps.

PERFORMANCE GOALS – End of Year Review
Comment here on the outcome of the performance goal, identify successes and lessons learnt.

Strategic Priorities	Individual Performance Goals and Success Measures	Outcomes	End of Year Review
List your strategic priorities that were identified in your initial plan	Incorporate what the goals and measures of success you were working towards	What were the outcomes?	Comment on overall achievement & action required for work performed to date.
			Employee: Manager:
			Employee: Manager:
			Employee: Manager:
			Employee: Manager:
			Employee:

List your performance goals and success measures that were identified in your initial plan and any updates identified in the mid-year review

List your strategic priorities identified in your initial plan and any updates identified in the mid-year review

OVERALL COMMENTS

End of Year Review Comments:	
Employee:	Manager:

Guiding Principles - End-of-Year Review

Using the diagram below, complete the Employee section of the end-of-year review at the same time as the Performance Goals section

During your end-of-year review provide examples of how you have displayed the behaviours to support the required "Ways of Working"

UNDA GUIDING PRINCIPLES

Comment on how you have displayed behaviours in achieving your performance goals. The expectation is to focus on a minimum of two Guiding Principles
NB. Refer to the Performance Development Guide for assistance when setting your goals

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Step 5

Loading the PDP Review in to PeopleSoft
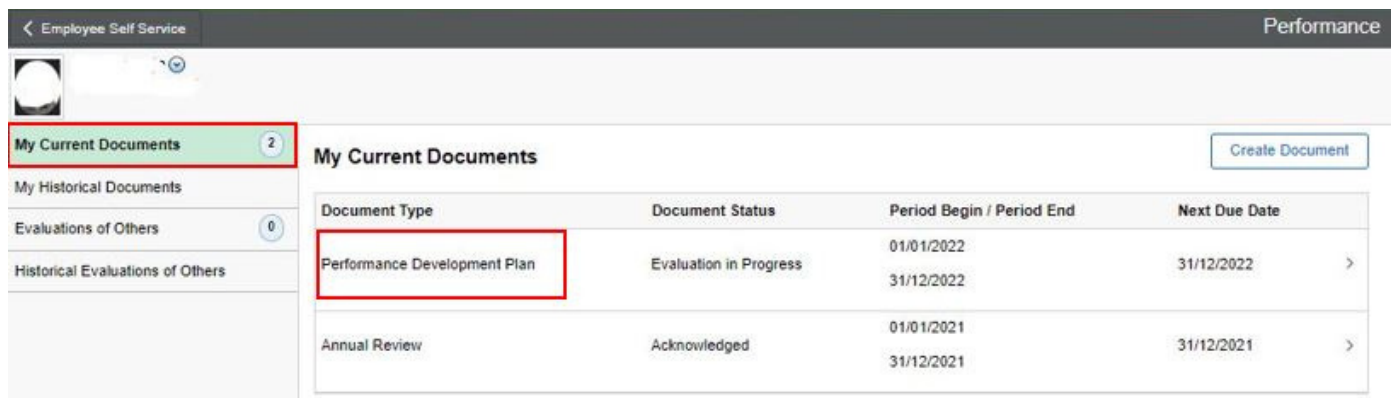
End-of-Year Review - Employee

Using the instructions below, you and your manager will complete the loading of the End-of-Year Review

- Login to Our People Hub (PeopleSoft) - Employee Self Service screen and select the Performance tile
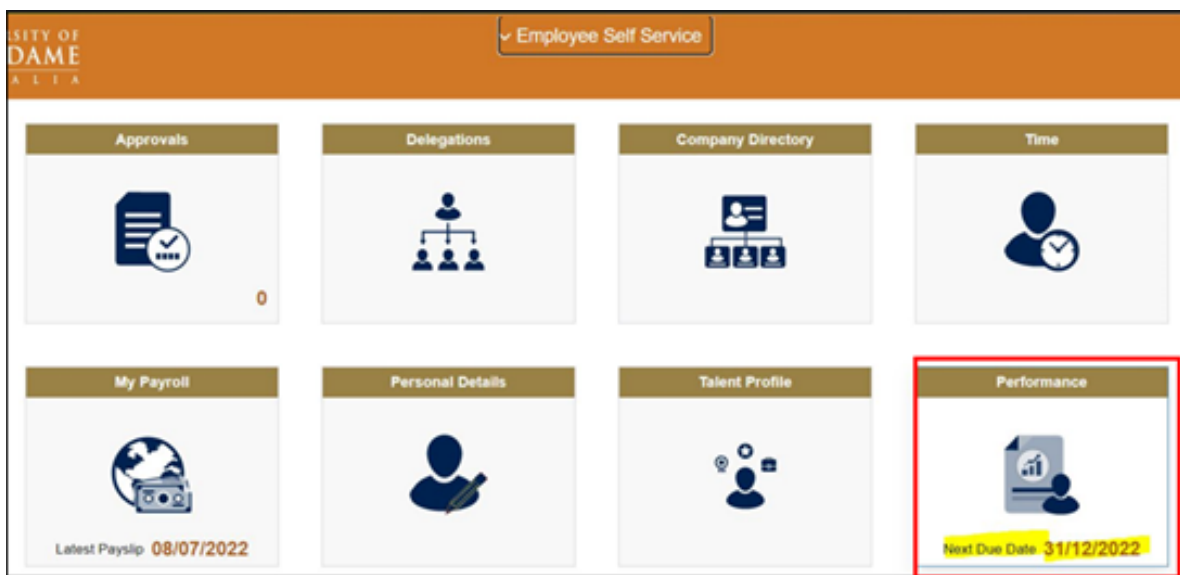
- On the Performance screen, under 'My current documents', please select 'Performance Development Plan' for the current year (please ensure you read the document details provided: type, status, period begin - end, and next due date)
- Proceed to click on the arrow on the right end

- Proceed to upload your up-to-date PDP (end of year review) and add comments in the 'Employee comments' box if you wish to

- Ensure to attach the up-to-date file, and select 'upload' button

Note: you can add additional Performance related files if you wish to

- Post upload your PDP, please ensure to write a 'Description' box and select 'Employee & Manager' in the Attachment Audience drop-down list
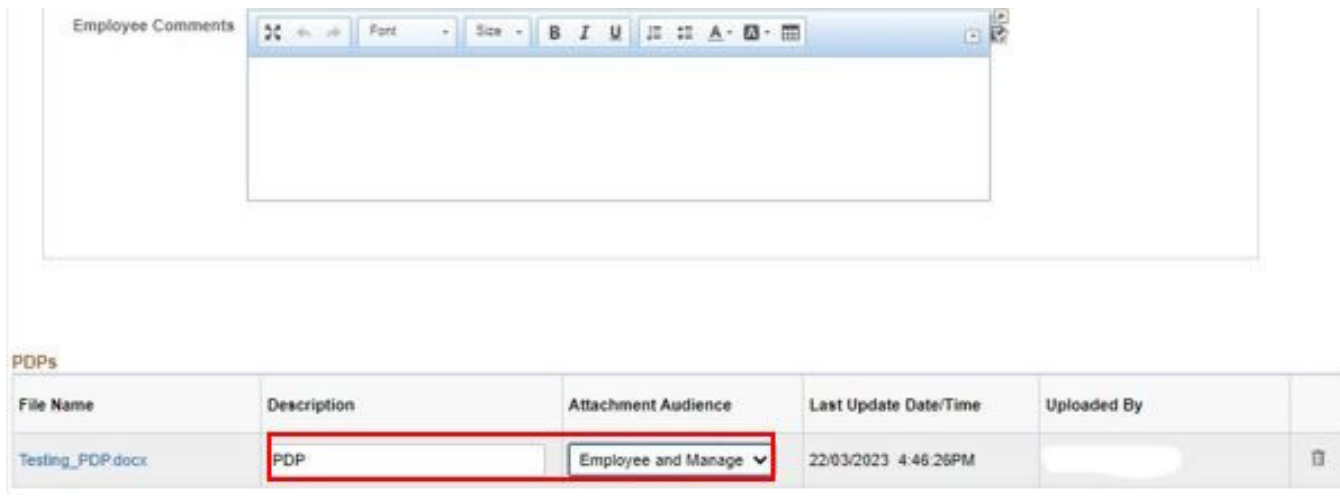
- You may now proceed to select the 'Complete' button on the top right - hand, proceed to select 'Confirm'
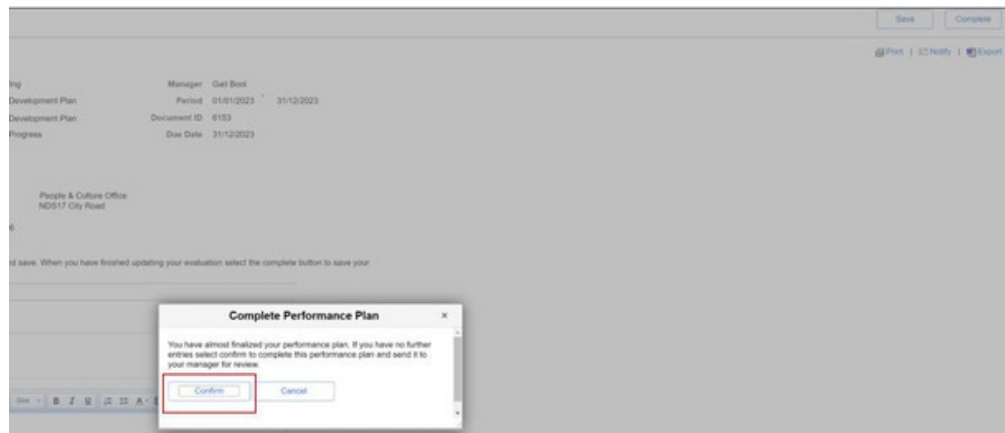
- Post selecting the 'Complete' & 'Confirm' option - your Line Manager will provide feedback and performance rating and share it with you within Our People Hub (PeopleSoft) - you will receive an auto email notification once this has been actioned by your Line Manager, and you may now proceed to the last step 'Employee Acknowledgement.'

- Post receiving a notification via email regarding your pending acknowledgement, please ensure to log back on Our People Hub (PeopleSoft), and via the Performance tile, under 'My current documents.' you will see 'document status' showing as 'Pending Acknowledgement.'

Note: If you fail to 'Acknowledge' your Line Managers feedback in the system - your Performance Development Plan will remain incomplete in the system. Hence, this is a highly important step.
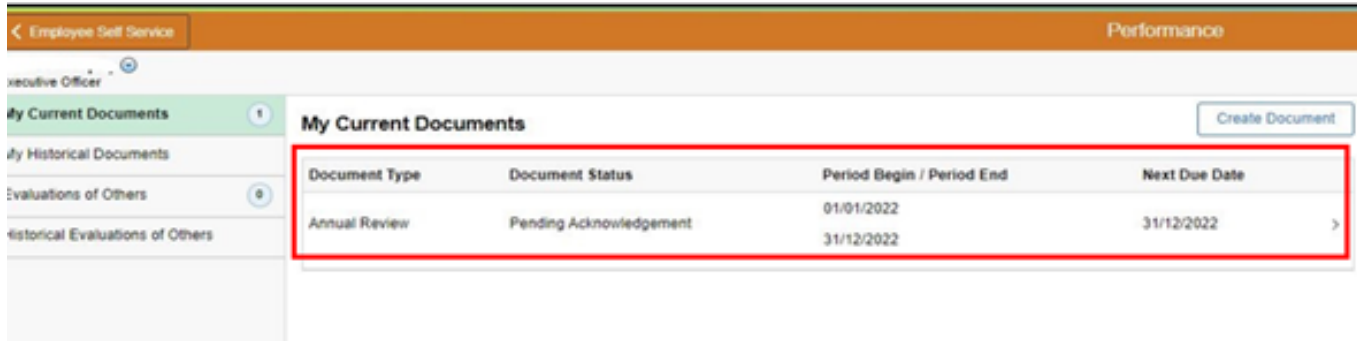
Employee Acknowledgement
- Please ensure you navigate back to your Performance Development Plan in the system and review the feedback provided, post which you are required to select the 'Acknowledge' button on the top right, and 'Confirm'

Note: If you fail to 'Acknowledge' your Line Managers feedback in the system - your Performance Development Plan will remain incomplete in the system. Hence, this is a highly important step
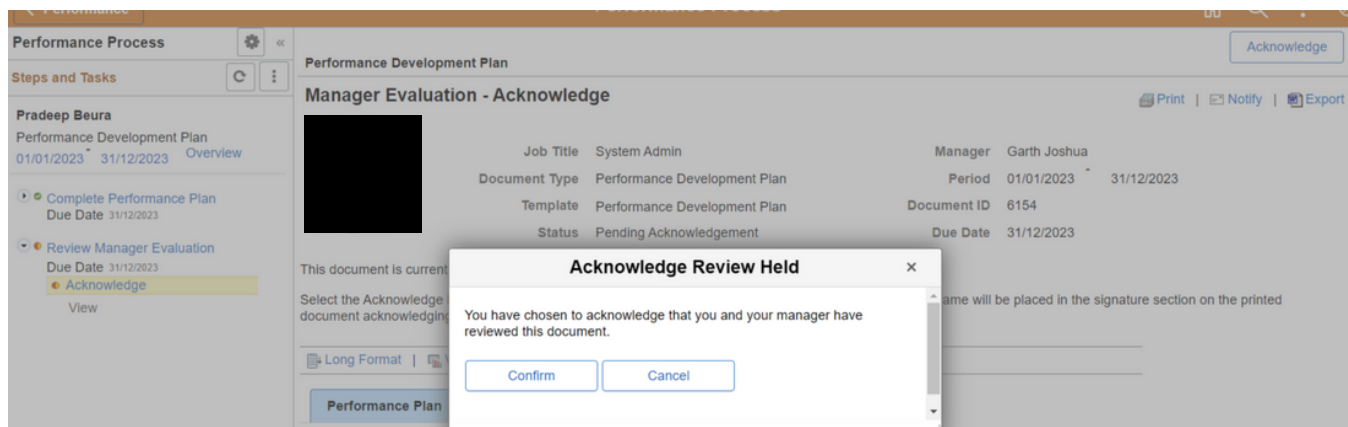
Step 6

End-of-Year Review - Manager

Using the instructions below, you and your manager will complete the loading of the End-of-Year Review

Our People Hub (PeopleSoft) - Manager Self Service

- Line Manager to log in on Our People Hub (PeopleSoft) Manager Self Service, and select the 'Team Performance' tile

Note: Managers will receive a auto email notification once the employee has completed their self-evaluation. This notification will also have a URL link for you to navigate to Our People Hub
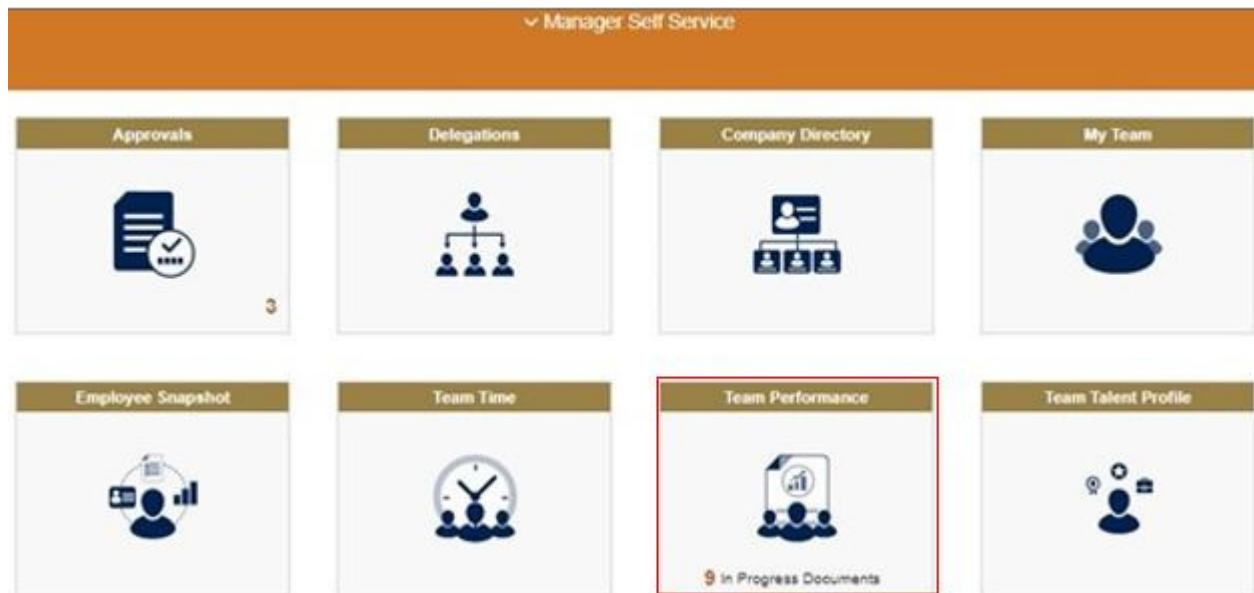
- The Team Performance page will provide a list of your team members PDPs, ready for your evaluation- please select relevant row to proceed

- Manager will be able to view the PDP uploaded by their team member, along with upload additional documents if required.

- Manager must proceed to select the 'Performance Rating' tab and select the 'Manager Rating' drop-down list to view rating options

- Managers can view the 'Rating Model' and select the appropriate option, and confirm
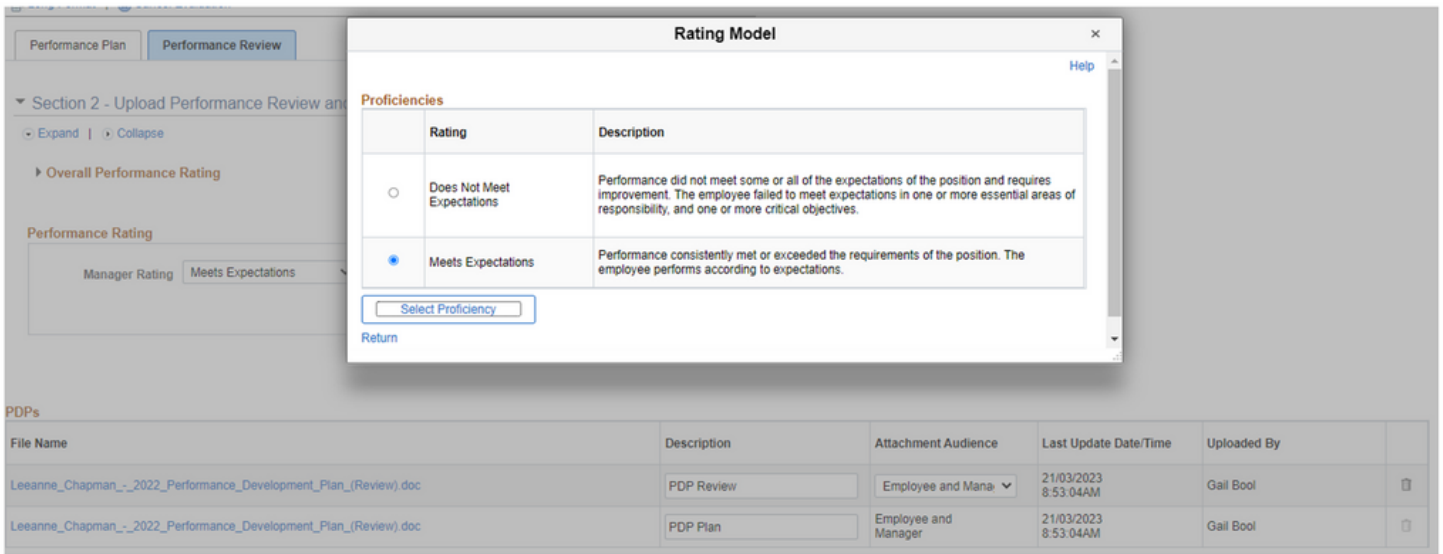
- Manager must now proceed to select 'Save' and 'Share with Employee' - this will then trigger an auto email notification to your employee to review your feedback and complete the 'Employee Acknowledgment' step.

Note: Please ensure you have reviewed all your attached documents, comments, and performance rating prior to selecting 'Share with Employee'.

The Performance Development Plan and Review process is now complete

Appendix

UNDA Strategic Plan

Below are the Five Pillars of the Strategic Plan. The next five diagrams provide additional detail on how we are going to achieve each of these pillars. Once you have identified your strategic priority, either through your areas' Operational Plan or through a discussion with your manager, you can identify which pillar best aligns with your strategic priority.

UNIVERSALITY

Universality recognises that Notre Dame is part of something bigger and deeper than itself. Building on our reputation as a leading Australian university, we will use our connections, networks, and relationships to provide every possible opportunity the world has to offer to our students, staff, and university community.

Universality will demand that all our teaching and research has a global outlook even as we continue to foster communities on our Australian campuses.

ACHIEVED THROUGH:

- Integrating and embracing differences, equipping students for our rapidly changing world

- Growing our international partnerships, international student presence, and research partnerships

- Enhancing Australian learning opportunities with a universal curriculum

- Developing an international component of our Core Curriculum

- Enhancing the education pathways for students from rural and remote, low SES and Aboriginal and Torres Strait Islander communities

- Engaging with society's most marginal people

EDUCATION FOR THE COMMON GOOD

Building upon centuries of tradition, we will continue to innovate, challenge, and renew what we offer to our students, staff and society. We will ensure as many people as possible, from wide and varied backgrounds, have the opportunity to benefit from higher education. In doing so we will play a part in forming good citizens rich in humanity, with a strong ethical framework, and with the commitment, courage, and confidence to serve the common good.

ACHIEVED THROUGH:

- Interdisciplinary learning recognising the unity of knowledge and contributing confidence to act and serve

- Enhancing our Core Curriculum

- Interdisciplinary, Transcultural and Co-Curricular Education

- Student Formation and Profile

- A Community of Scholars

- Programs of Professional Practice

INTEGRATING PRACTICE & KNOWLEDGE

We believe that complementing university learning and theoretical knowledge with the opportunity to apply knowledge through practical, real-world experience delivers better personal and professional formation.

This stems from our wider belief in the role of tertiary education to prepare our students for a world in which they will live and work.

ACHIEVED THROUGH:

- Development of capable citizens, with a confidence to act and contribute to serving the common good

- Ensuring integrated practice is core to all our programs

- Growing partnerships to establish a broad range of integrated knowledge and practice experiences for our students and staff

- A continuously contemporary curriculum, with a strengthened workforce

- Building a more engaged and connected alumni network, and engaging with industry employer groups and Government.

TRANSFORMATIVE RESEARCH

Our learning and teaching is enriched by high quality research and scholarship. We want to create and transmit new knowledge, but we also commit to making a positive difference by undertaking research which addresses real world issues and challenges, improving the lives of people in our communities.

ACHIEVED THROUGH:

- Integrated partnerships, developing new knowledge and solutions to impact and change lives

- Aligning researching mission to challenges for common good and impact

- Partnering and impacting through joint and global research, seeking original solutions

- Enhancing research culture and researchers

- Developing our communities of practice

- Enhancing our Institutes

INTEGRAL HUMAN DEVELOPMENT

We will help each of our students and staff flourish and achieve excellence as individuals and be the best version of themselves. This begins by embracing all the opportunities, privileges and benefits that come from a university education. We encourage our students and staff to contribute to the common good of communities, going beyond their individual wants and needs to seek the good of others using their education and all the formation we provide.

ACHIEVED THROUGH:

Whole student formation and preparation to be an integrated, universal and impactful force for good

Integral Development of our people (staff, students and alumni) through formation

Integral Development through our partners

Integral Development within our University

Student Access and Opportunity

Recognising the importance of human labour in excellence

UNDA Guiding Principles

To demonstrate how the UNDA Guiding Principles will be applied in practice, the following provides a guide for staff and managers on how to complete the Guiding Principles component of the PDP.

Suggested "Ways of Working" have been developed for each Guiding Principle to assist staff completing their PDP. Staff and managers are encouraged to identify the most appropriate "Ways of Working" for their role and to use the following only as examples of what might be possible in their portfolio.

Building Community
"Ways of Working" examples

Foundational	Advanced	Leadership
• I will work to understand the needs and concerns of others to deliver on key initiatives	• I will build effective relationships both within my team and cross functionally	• I will work to promote the constant growth of the University and its community
• I will listen and support others to reach a common goal	• I will work to ensure that the rights of the individual person and the community are preserved	• I will ensure that the University community consists of many Catholic institutions including members of other churches, ecclesial communities and religions and those who profess no religious belief.
• I will show mutual respect, have sincere dialogue and protect the rights of individuals	• I will manage challenging relationships with diplomacy	• I will encourage constructive questioning while building trust and rapport by showing a genuine intent
• I will build trust and rapport through acknowledgement and recognising the need to see other's point of view	• I will negotiate and influence from an informed position ensuring community collaboration	• I will promote challenging discussion through collaboration to steer the team towards effective resolutions
• I will look for opportunities to collaborate with others	• I will seek input from peers and share information freely	• I will collaborate effectively across other team to manage interdependencies
• I will work to build relationships, through knowledge sharing and valuing others input	• I will look for opportunities to work in a team and collaborate with others, both internally and externally	• I will ensure that the University offers members of the University community an opportunity to integrate religious and moral principles with their academic study and non-academic activities

Service Excellence
"Ways of Working" examples

Foundational	Advanced	Leadership
• I will take ownership of and completes assigned tasks	• I will work to attract additional customers through service excellence	• I will ensure clarity of roles and responsibilities of teams and/or individuals to drive high performance
• I will commit to the Christian spirit of service to others for the promotion of social justice	• I will work to build relationships with key students and internal customers	• I will manage performance of staff and team in line with expectations
• I will demonstrate professionalism during interactions with students and/or internal customers	• I will work to support others to deliver results through coaching and mentoring others	• I will review and provide regular feedback on performance of all staff
• I will endeavour to make intentional decisions and actions that will benefit others	• I will lead by example and support a fair and inclusive environment	• I will work to identify and resolve individual and team performance issues
• I will provide a high-quality experience for all students and employees by establishing meaningful connections	• I will strive to treat others with kindness and respect while recognising the need for informed debate to achieve a vibrant and healthy university setting	• I will work to improve processes and culture to drive student and internal customer delivery outcomes
• I will name and nurture the gifts I have been provided with and place these gifts at the service of those in need	• I will work to promote the pastoral care of all members of the University community and will take pride in providing an authentic and ethical service	• I will ensure that I play an integral role in the recruitment of University staff who are both willing and able to promote the Catholic identity of the University of Notre Dame

Developing Wisdom
"Ways of Working" examples

Foundational	Advanced	Leadership
• I will ensure that I work towards continuous improvement by focusing on how I can operate more effectively	• I will create and transmit new knowledge to enrich our teachings	• I will ensure that programs of continuing education are offered to the wider community and scholars are available for consulting services
• I will keep a neutral, open mind, to allow wisdom to flourish. I will demonstrate acceptance of divergent values	• I will immerse myself in views and ideas that are different from my own to avoid biases and encourage resilience in the face of cognitive dissonance	• I will seek to ensure that our University is both a community of scholars representing various branches of human knowledge, and an academic institution in which Catholicism is present
• I will continue to support all learning initiatives and collaboratively integrate them into the workplace	• I will be discerning with the actions I take, by using both experience and knowledge when making decisions	• I will promote continual learning and the development of knowledge as the outcome of centuries of experience, prayer, action and critical reflection
• I will support an environment that nurtures learning for the advancement of intellectual capability	• I will advocate life-long learning, open minds, activate natural curiosity and be prepared to experiment with different experiences	• I will inspire our staff to be thought leaders and influencers and employ critical thinking
• I will use knowledge, understanding, experience, common sense and insight to make sound decisions and sensible judgements	• I will accept my limitations and respect and appreciate the abilities of others (instead of fearing them)	• I will be accountable for my development and that of my staff and measure our standards against the highest standards

Supporting Creativity
"Ways of Working" examples

Foundational	Advanced	Leadership
• I will be proactive in identifying new and different ways of working	• I will champion process and system changes to improve efficiency and effectiveness	• I will work to foster an environment of idea generation
• I will look for and take advantage of opportunities to learn new skills	• I will consider the broader UNDA context, both internally and externally, when formulating solutions	• I will encourage different perspectives
• Where relevant, I will suggest new ideas and ways of doing things	• I will support my colleagues by accepting that some risk is required when supporting innovation	• I will promote innovation and engagement activities internally and externally
• I will support improvement initiatives where processes and systems are improved	• I will encourage team members to question current processes and raise new ideas	• I will encourage and recognise attempts to innovate, regardless of outcomes
• I will be open to new ideas and learning methods to support the growth of students	• I will ensure that all change initiatives are supported with strong communication channels	• I will challenge the status quo, and support staff and colleagues to respond to change positively

Academic Excellence Framework

https://www.notredame.edu.au/staff/assets/UNDA-Academic-Excellence-Framework.pdf