



Demonstrates  
Excellence



Builds  
Collaboration



VALUES IN  
ACTION



Embraces  
Diversity



Drives  
Innovation



Displays  
Respect



Values in Action

## Values in Action: Our AUSTSWIM Behaviors

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Enabling our staff to be at their best is essential to Strategy 2022.

The Values in Action: Our AUSTSWIM Behaviors were developed by AUSTSWIM staff, as way to live our Values in our everyday actions. The Values in Action are a way that we can talk about how we work together to support a positive environment, enabling us to deliver organizational excellence, social engagement and global impact.

We know that being great at AUSTSWIM is not only about what you achieve through your skills and expertise; it's also about how you interact with colleagues, students and the community whilst working towards those achievements. The Values in Action are a way that we can talk about how we work together to support a positive environment, enabling us to deliver organizational excellence, social engagement and global impact.

This framework speaks to the collegiality, professionalism, commitment, engagement, leadership and service orientation that represents our AUSTSWIM community both now and into the future. Each of the individual behaviors builds on the others and the cube symbolizes how they work together to create a whole that is greater than the sum of the parts.

**We have detailed guiding descriptors on the following pages.**

As the Values in Action: Our AUSTSWIM Behaviors play an important part in thinking about how we make decisions and achieve our work, they have been designed to form part of our key practices. For example, the personal development conversation is an important time to consider what you want to achieve, and also how you will go about it. We also have opportunities to recognize those who are true role models, through the newly introduced annual CEO Awards. Alongside these key initiatives, there will be further information, resources and tools made available on an ongoing basis to support your understanding.



# DISPLAYS RESPECT

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



## Foundation



## Intermediate



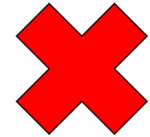
## Advanced

- ☐ Acts with honesty and integrity
- ☐ Practices what they preach
- ☐ Treats others as they would like to be treated
- ☐ Provides full attention and listens intently
- ☐ Listens and makes time to support others
- ☐ Communicates respectfully using appropriate tone and volume
- ☐ Shows openness to the viewpoints of others
- ☐ Recognises when own behaviour is disrespectful and takes corrective action
- ☐ Takes personal responsibility for their own actions
- ☐ Escalates observed misconduct or unprofessional behaviour
- ☐ Contributes to an environment where people feel comfortable to share their opinion
- ☐ Acknowledges others for ideas



## People Leadership\*

- ☐ Engages in dialogue, rather than one way communication
- ☐ Encourages and responds appropriately to two way feedback
- ☐ Is transparent in sharing information
- ☐ Shares credit with team and colleagues
- ☐ Owns their mistakes and does not try to lay blame
- ☐ Builds a culture where issues are openly discussed without reprimand
- ☐ Deals proactively with breaches to respect between individuals, team and / or customers



## What it is not

- ☐ Being inconsistent in words and actions
- ☐ Thinks only about self at cost of others
- ☐ Is repeatedly disrespectful
- ☐ Does not listen to others
- ☐ Condoning aggressive or intimidating behaviour
- ☐ Leader: Takes credit for the ideas of others
- ☐ Leader: Always trying to be right, blames others for mistakes.

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



Demonstrates  
Excellence

# DEMONSTRATES EXCELLENCE

Definition: Delivers high performance and demonstrates service excellence



## Foundation

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



## Intermediate

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



## Advanced

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



## People Leadership\*

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



## What it is not

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



## Drives Innovation

# DRIVES INNOVATION

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



### Foundation

- ☐ 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 AUSTSWIM 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 AUSTSWIM 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

# BUILDS COLLABORATION

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



## Foundation

- ☐ Relates to people in an open, friendly and professional manner
- ☐ Cooperates with others to deliver key activities
- ☐ Acts as a team player
- ☐ Seeks to understand the needs and concerns of others
- ☐ Asks questions of others to clarify understanding



## Intermediate

- ☐ Works towards positive and mutually beneficial outcomes
- ☐ Adapts communication style to suit the audience and situation
- ☐ Effectively uses interpersonal skills to value and include people
- ☐ Builds trust and sustains longterm relationships with internal and external networks
- ☐ Looks for opportunities to work in a team and collaborate with others
- ☐ Responds constructively to conflicts and disagreements



## Advanced

- ☐ Builds effective working relationships with both team and people in other areas
- ☐ Seeks input from peers and shares information freely
- ☐ Manages challenging relationships with diplomacy
- ☐ Identifies key stakeholders and engages ahead of meeting to gain support
- ☐ Negotiates from an informed position
- ☐ Recognises and explains the need for compromise



## People Leadership\*

- ☐ Encourages teamwork in own team
- ☐ Builds trust and rapport by showing a genuine interest in others; understands and acknowledges feelings, concerns and ideas
- ☐ Encourages constructive questioning
- ☐ Promotes challenging discussion to steer team toward an effective solution
- ☐ Collaborates effectively across other teams to manage interdependencies



## What it is not

- ☐ Refuses to work with others
- ☐ Withholds opinion, information or ideas
- ☐ Makes assumptions instead of asking questions
- ☐ Avoids difficult conversations
- ☐ Relies on email when a conversation would be more effective
- ☐ Uses devices inappropriately in meetings and forums
- ☐ Leader: Rarely asks team for their ideas
- ☐ Leader: Takes a siloed perspective



Embraces  
Diversity

# EMBRACES DIVERSITY

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



## Foundation

- ☐ Recognises and respects the differences amongst all people
- ☐ Contributes to 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 examples 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
- ☐ Learns 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 behaviours including bullying, harassment and discrimination
- ☐ Does not see the value of diverse capability when working in groups
- ☐ Blames others for mistakes
- ☐ Leader: Shows bias when building and managing teams
- ☐ Leader: Does not address exclusion occurring within the team