Welcome to the future of finance and to a journey that has already commenced. One that will support UNSW’s 2025 ambition to be Australia’s global university and will provide the opportunity for us all to develop and be better than we are now, by enjoying a high performance culture that is people-driven, people-owned and people-rewarded.
Join us on the journey

The role of finance is changing. As performance standards continue to grow and business demands intensify, traditional capabilities and processes are being increasingly tested. To be successful, finance departments and finance professionals need to be prepared for these challenges.

No one better understands or is better prepared to meet these challenges than UNSW Finance. It’s something we recognised some time ago and since commencing our journey we’ve made significant progress.

We have developed a strategic business approach, we’re creating a best-practice, high performance culture with a supportive and rewarding people-focus, that will allow Finance and our staff to reach their potential.

We are on a journey that will see Finance people moving outside their comfort zones and developing skill sets beyond what they might have now. A journey in which the future represents an opportunity to be embraced, not a threat to be feared.

Welcome to UNSW Finance. Welcome aboard the journey. Welcome to being your best.
At UNSW we’re more than just numbers

“Accounting is a people based activity. If you can’t work in a team or prefer to work alone, pick another career”. Peter Roebuck, former UNSW Head of School, Accounting.

Finance is committed to supporting UNSW’s strategic priorities of academic excellence in research and education, social engagement and achieving global impact. Our Strategic Plan aligns with the 2025 Strategy as do the annual Business Plans which focus on improving our service to UNSW.

At UNSW we’re more than a Finance team. Our focus extends beyond numbers to values and behaviours.

We provide a dynamic work environment in which individual accountability for capability and career development is promoted, enabling staff to grow and build their careers to succeed in Finance and beyond.

We’re about people - the people who build and operate the organisation - and about engaging, developing and rewarding them.
At UNSW we’re more than just numbers

In Finance we wear many hats, all designed to develop the wide range of capabilities that staff will need if they are to be their best.

- **We offer a supportive environment** and provide graduates with an opportunity to work in a number of different roles on rotational basis, on-the-job learning and development and professional mentoring.

- **We value and reward staff** who deliver great results that meet and exceed the needs of our customers and stakeholders.

- **We aim to create a workplace where the best people for the job come to do their best work** and develop leaders who inspire high performance and create engagement in their teams.

- **We recognise that all people have potential** and need the right job and the right manager to excel.
At UNSW we’re more than just numbers

• **We support pathways for staff to become qualified accountants.** We encourage CPA/CA membership and contribute to membership costs. We are an accredited CPA Knowledge Partner – one of a few in Australia.

• **We regularly assess staff engagement through professional surveys.** Our engagement scores are consistently high and staff are very positive about their experience in working in Finance.

• **We strongly support professional development.** UNSW Finance was one of the first business areas in the University to assess employee potential as well as employee performance.

• **Finance pioneered the business partnering framework,** embedding professional finance resources in Faculties and Divisions. It is a clear demonstration of our dedication to work in genuine partnership with all areas of the University.

• **We promote equity and diversity** and over 50% of our senior staff are female. Our senior leadership team is about 50/50 and we recognise the importance of gender balance in decision making.
Many organisations devote time structuring complex org charts that show the hierarchy of staff reporting. We prefer to invest in people and focus on developing career path opportunities that show the potential for staff growth.

Finance provides an environment to allow people to drive their own careers and their own career paths.

We have a performance development program, coaching, mentoring, professional and technical development. There is support for those who study, the CPA group and a very successful secondment program.

Finance commits to support and enable those who want to drive their careers. Finance does not offer stepping stones up a linear ladder.

“The future of Performance Management lies in placing ownership in the hands of employees and teaching managers to coach rather than police.”

Denison Consulting
Taking charge of your career

In Finance we encourage staff to take charge of their careers and we support them to achieve their goals. Meet Jo-Anne Tee, who first joined UNSW in 2003 as Finance officer for the Faculty of Medicine.

What is your role within the University?
I currently have two roles, one as Finance Manager in the Strategy Office, and as of January 2017, I have been appointed Director of Research Finance.

Research Finance is my passion. I see it is a critical component to the success of the research in the University. One of my biggest desires for my new role is to fully articulate the real cost of research for the University.

How has your career progressed within the University?
Over the last 13 years I’ve gone from a junior staff member to director level.

I started at UNSW in 2003 in the Faculty of Medicine as a Finance Officer progressing to Finance Manager 2007. I then moved to Decision Support and Financial Planning (DSFP) as Budget Manager and later as an Associate Director.

In 2012 I took a secondment back to the Faculty of Medicine and was offered the General Manager position for the Faculty a year later. In 2016, having been at the University for 13 years, I decided to take on a role outside the University with KPMG. I was asked to return to Finance late last year to help with the UNSW’s 2025 strategy to oversee the $3b expenditure required to achieve the University’s vision/mission.

“Don’t ever be afraid to speak up, to suggest something new or provide constructive feedback.”

Jo-Anne Tee
Taking charge of your career

How did working in Finance help you career?
The people in Finance were very supportive and behind me every step of the way. I had leaders and managers to whom I could speak with openly and who were open to suggestions. I also had people I could speak with in confidence to about any career goals.

I think the managers and directors are really interested in their staff and staff development. They are willing to work collaboratively and are open to constructive feedback.

What did you do to contribute to your own success?
I have always been transparent and communicative, I think those are key things.

Networking, maintaining relationships and the ability to work at different levels is also important. When you can work across multiple levels you learn so much from everyone else. If you have a wide network you can get other opinions and informed understandings. I never approach anything thinking that I have all the answers.

I also keep looking for ways to make things better or to make things more transparent.

What advice would you give to current and future Finance staff?
I’d say speak up, don’t ever be afraid to speak up, to suggest something new or provide constructive feedback. Speak to your manager if you are interested in a long term career and work closely with them to figure out what your career might be.

Read the complete interview here
Specialisation – a better customer experience

Finance is committed to making it easier for customers to access services and information.

By bringing services together we aim to provide a streamlined and efficient shared services structure for all finance activities that ensure excellence across all aspects of our service delivery.

Centres of expertise will be established for budgeting, forecasting, management accounting, research accounting and general accounting. These teams will be located together and will maintain collaborative relationships and interactions within Faculties and Divisions.

Financial Services teams will be established for transactional services including purchasing, credit card reconciliation, staff and student reimbursements, billing requests and travel. Each Faculty and Division will have their own specific team with specialist Finance staff transferred across from existing roles from the relevant areas to ensure local knowledge is retained.
Specialisation – a genuine career path

Through specialised services we facilitate open communication, problem solving, and sharing knowledge, ideas and expertise between team members. The aim is to build a dynamic culture and environment where staff are valued, motivated, and strive to learn and grow in their careers.

Specialisation presents an opportunity to review current practices and procedures and implement consistent, streamlined and efficient processes across the University. It allows us to improve processing, accuracy and efficiency and reduce manual checking, duplication and rework.

Staff will acquire new skills, an expanded network and can provide a fresh perspective and insight into practices and methods.
Specialisation – a genuine career path

Staff that are transferring to UNSW Finance will have an opportunity to:

• participate in a structured learning and development program and have access to a mentor to support transition to a specialised service delivery model.

• take part in structured job rotations to ensure multiskilling across Finance services and ensure duties and responsibilities are diverse, interesting and rewarding.

• work in different areas of Finance and be exposed to the different skills and experiences required for progression into more senior roles. Receive support from a dedicated Finance team as well as certified accountancy professionals.

• receive financial support to become a qualified accountant or to complete the CA or CPA Program or other relevant accounting qualifications.

• work with and learn from staff from across Finance and interact with senior leaders across the University.

• access an in-house training program of structured learning on relevant topics including:
  • providing excellent customer service
  • time management skills and planning and organising your work
  • conflict resolution and dealing difficult customers
What success looks like

The objectives of Finance are to:

• promote individual accountability for capability and career development.
• enable UNSW’s 2025 Strategy by creating a workplace where the best people for the role come to do their best work.
• deliver the tools for managers to support university staff to reach their potential.
• create and implement plans to enable staff to grow, develop and build careers that will enable them to succeed in Finance and beyond.
• develop leaders who inspire high performance and create engagement in their teams.
• ensure we have the people with the right skills ready to do the right job when needed.
• identify workforce development and skills required for Finance to deliver services as they evolve over time and which enable UNSW to achieve a top 50 global position as Australia’s global university.

With change representing an opportunity not a threat, success will depend on people’s ability to embrace, adapt and evolve. Our challenge will be to critically examine where we are now and where we want to be.
It’s about having a high performance strategy

The Workforce Strategy is designed to create and promote a High Performance Culture that stimulates innovation, delivers excellence, engenders trust and exemplifies leadership – all through a people-driven, people-owned and people-rewarded approach that is available to all staff.

It’s about setting up Finance for the future – a future that we have identified in our Business Plan through a journey that has already commenced. One that will see Finance adopt a best practice approach and act as a fundamental enabler for the delivery of the UNSW 2025 strategy.

It aligns specific strategies, practices and programs with a comprehensive ‘how to guide’ which is a roadmap to enable Finance to deliver our collective objectives.

It emphasises the importance of demonstrating leadership, embracing learning and developing and exhibiting core values and behaviours and focuses on a number of initiatives designed to attract, enable, develop and engage management and staff.
It’s about having a high performance strategy

**Finance Vision**
To support UNSW to achieve its global 2025 strategy

**Finance Objectives**
1. Ensure Financial Sustainability
2. Optimise Service Delivery
3. Deliver Organisational Capability
4. Create a High Performance Culture

**Workforce Strategy**
To create and promote a High Performance Culture that stimulates innovation, delivers excellence, engenders trust and exemplifies leadership.

**Strategic Themes**
- Leadership
- Learning & Development
- Values & Behaviours

**Strategic Enablers**
- Attract
- Develop
- Engage
- Enable

**Workforce Programs**
- **Attract**
  - Recruitment and Selection
- **Develop**
  - Talent Management
  - Performance Development
  - Developing Capability
- **Engage**
  - Employee Engagement
  - Rewards and Recognition
  - Customer Focus
- **Enable**
  - Business Planning
  - Organisation Design
  - Change Management
It’s about behaviours delivering success

- **DEMONSTRATES EXCELLENCE**: Delivers high performance and demonstrates service excellence.
- **DRIVES INNOVATION**: Thinks creatively and develops new ways of working. Initiates and embraces change.
- **BUILDS COLLABORATION**: Works effectively within and across teams. Builds relationships with internal and external stakeholders to deliver on outcomes.
- **EMBRACES DIVERSITY**: Values individual differences and contributions of all people and promotes inclusion.
- **DISPLAYS RESPECT**: Treats others with dignity and empathy. Communicates with integrity and openness.

“When your values are clear to you, making decisions becomes easier.”

Roy Disney
It’s about demonstrating excellence

To deliver high performance and demonstrate service excellence staff:

- prioritise actions and demonstrate sustained commitment to achieve results
- approach problems with a positive, solution based attitude
- proactively deliver high-quality service
- align actions and co-operate across work areas to achieve UNSW goals.
- support other staff in delivering results by providing mentoring advice where appropriate

“If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.”

Colin Powell
It’s about driving innovation

“For innovation to flourish, organizations must create an environment that fosters creativity; bringing together multi-talented groups of people who work in close collaboration together — exchanging knowledge, ideas and shaping the direction of the future.”

Linda Naiman Creativity at Work

To think creatively and develop new ways of working that initiates and embraces change, staff:

- demonstrate a commitment to continuous improvement by suggesting new ideas and new ways of doing things
- anticipate and identify potential risks or issues and suggest solutions
- consider broader UNSW context, both internally and externally, when formulating solutions
- champion new process and system changes aimed at improving efficiency and effectiveness
- encourage and support colleagues to respond positively to change
It’s about building collaboration

To work effectively within and across teams, building relationships with internal and external stakeholders, staff:

• build trust and nurture high performance teams by clarifying roles and responsibilities
• seek input from peers and share information freely
• encourage teamwork and support others to deliver mutually beneficial customer outcomes
• identify key stakeholders and engage ahead of meetings to gain support
• collaborate effectively with other people and other teams to build relationships and manage interdependencies

“Coming together is a beginning; keeping together is progress; working together is success.”

Henry Ford
It’s about embracing diversity

To value individual differences and contributions and to promote inclusion, staff:

• embrace diversity and build collaborative and respectful relationships with other staff and stakeholders
• promote a fair and inclusive workplace
• lead by example in demonstrating inclusion and diversity
• address and correct inappropriate behaviour that discriminates against others
• cultivate a team environment that embraces different cultures, flexibility, ideas and experiences

“Diversity: the art of thinking independently together.”
Malcolm Forbes, Publisher
It’s about displaying respect

To treat others with dignity and empathy and to communicate with integrity and openness, staff:

• act with honesty, practicing what they preach and treating others as they would like to be treated
• communicate respectfully and appropriately, showing openness to the viewpoints of others
• engage in two way dialogue rather than one way communications
• recognise disrespectful behaviour and take corrective action
• contribute to an environment where people feel comfortable to share their opinions and where issues are openly discussed without fear of reprimand or ridicule

“When employees respect each other and get along in the workplace, it’s amazing how productivity increases, morale increases and employees are more courteous to customers.”

Maureen Wild, Business trainer
Stand out in any company

Our vision, strategies, values, work practices and people focus, ensure that Finance is held in high regard.

Not just internally but externally. So you’ll stand out in any company. But don’t just take our word for it.
Finance – it’s about us, the finance team