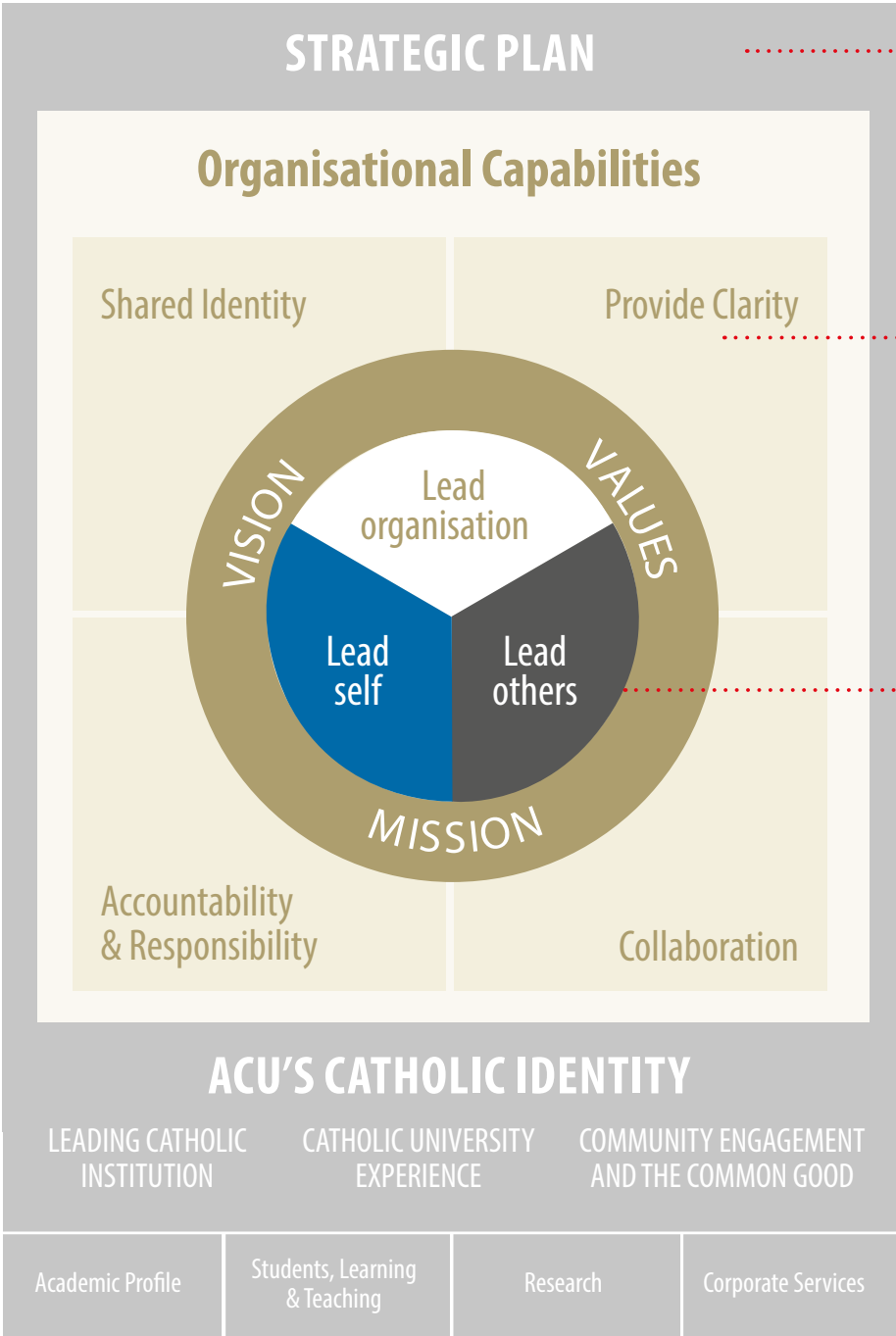




The CDF comprises several elements, which are explained below and in more detail on the following pages.



The grey shaded area represents the key elements in the Strategic Plan 2015-2020.

The four **Organisational Capabilities** highlight the areas ACU must improve to make the required progress towards excellence and success, and achieve our strategy.

The **Core Competencies** are the foundation to successful achievement of ACU's Strategic Plan.

They explain the areas we must focus on in our work.

There are 10 Core Competencies, universal to all ACU staff. The competencies are split into these categories:

- **Live ACU's Mission, Vision & Values**
- **Lead Organisation** (3 competencies)
- **Lead Others** (3 competencies)
- **Lead Self** (3 competencies)

Our competencies are given expression by our unique Mission, Vision and Values, which ensures we engage with them in every action and decision we make.

Organisational Capabilities



An organisation's capabilities emerge from the combined competencies of the people who work within it. The four Organisational Capabilities in our Capability Development Framework have been identified as the areas that ACU needs to focus on and improve at the organisational level to achieve excellence and success through our Strategic Plan. They are the critical abilities that will enable ACU to respond to changing business context and continue to perform and succeed in the long term.

Shared Identity

We provide both stakeholders and employees with positive and consistent images and experiences within our organisation. These are representative of our strong relationship with our Mission, Vision and Values.

Provide Clarity

Clarity and transparency in our communication is expected at every level. We are excellent at sharing and articulating our strategic point of view.

We excel at obtaining the highest quality outcome and performance from our highly skilled workforce. Failure to meet goals is unacceptable. Problems cannot be ignored and complacency is not tolerated.

Accountability & Responsibility

Working across boundaries, both internally and externally, to ensure efficiency, excellence and leverage. Success is collective.

Collaboration



The ten Core Competencies are the foundation to successful achievement of our Strategic Plan. They describe the areas that we need to focus on in our work to achieve excellence.

Live ACU's Mission, Vision and Values

Demonstrate confidence and courage in achieving ACU's Mission, Vision and Values by connecting the purpose of one's work to ACU's Mission, Vision and Values.

Organisational Capabilities: Shared Identity, Provide Clarity

Lead Organisation	Lead Others	Lead Self
<p>Three competencies that describe how we take action in support of organisation-wide outcomes.</p>	<p>Three competencies that describe how we work with others in a manner consistent with our values.</p>	<p>Three competencies that describe how we are responsible for our individual performance and contribution.</p>
<p>Apply Commercial Acumen</p> <p>Understand the business environment in which ACU operates and adopt a university-wide point of view to seize opportunities and improve commercial viability.</p> <p><i>Organisational Capabilities: Accountability & Responsibility, Collaboration</i></p>	<p>Collaborate Effectively</p> <p>Work collaboratively internally and externally to ACU to capitalise on all available expertise in pursuit of excellence.</p> <p><i>Organisational Capabilities: Collaboration, Accountability & Responsibility</i></p>	<p>Be Responsible and Accountable for Achieving Excellence</p> <p>Take personal accountability for achieving the highest quality outcomes through understanding the regulatory frameworks at ACU and striving to deliver the best at all levels.</p> <p><i>Organisational Capabilities: Accountability & Responsibility, Collaboration</i></p>
<p>Adapt to and Lead Change</p> <p>Display openness and resilience, inspire others to change and act to make change happen with ACU's strategic goals and Mission at the heart of all outcomes.</p> <p><i>Organisational Capabilities: Accountability & Responsibility, Collaboration</i></p>	<p>Communicate with Impact</p> <p>Communicate with purpose. Gain the support of others for actions that benefit ACU. Negotiate for mutually beneficial outcomes that are aligned with the Mission, Vision and Values of the University.</p> <p><i>Organisational Capabilities: Provide Clarity, Shared Identity</i></p>	<p>Know ACU Work Processes and Systems</p> <p>Plan work activity, prioritise time and resources using established ACU processes and technology to achieve optimum efficiency and effectiveness.</p> <p><i>Organisational Capabilities: Shared Identity, Accountability & Responsibility</i></p>
<p>Deliver Stakeholder Centric Service</p> <p>Keep stakeholder interest at the core of ACU business decisions and ACU service excellence as a top priority.</p> <p><i>Organisational Capabilities: Shared Identity, Accountability & Responsibility</i></p>	<p>Coach and Develop</p> <p>Coach and develop self and others through setting clear expectations, managing performance and developing required capabilities to establish a culture of learning and improvement.</p> <p><i>Organisational Capabilities: Shared Identity, Accountability & Responsibility</i></p>	<p>Make Informed Decisions</p> <p>Make informed, evidence-based decisions by sourcing and interpreting University and business information.</p> <p><i>Organisational Capabilities: Accountability & Responsibility, Collaboration</i></p>