

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

EXPECTATIONS AND BEHAVIOURS -
COMPARISON OF ACHIEVEMENT LEVELS 1 AND 2

Competencies	Level 1 Expectations and Behaviours All Staff	Level 2 Expectations and Behaviours Management Includes all expectations from Level 1 plus
<p>Live ACU's Mission, Vision and Values</p> <p>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.</p>	<p>Be reflective and connect the purpose and practice of your work to the work of ACU. Link everything you do to ACU's Mission, Vision and Values.</p> <ul style="list-style-type: none"> • Understand, articulate and give expression to ACU's Mission, Vision and Values to others. • Take pride in being trustworthy. • Represent ACU's highest standards through respectful and ethical expression of the University's Mission and the shaping of a hope-filled future. • Deal with others in an open, honest and respectful manner that fosters trust. 	<p>Understand the organisational direction, and ACU's Mission, Vision and Values, and translate this effectively into outcomes and work for the team.</p> <ul style="list-style-type: none"> • Confidently represent and give proper expression to ACU's Mission, Vision and Values. • Create for all team members an understanding of the links between ACU's Mission, Vision and Values and the work of the team. Provide ongoing advice and feedback and make it a topic of conversation at team meetings. • Encourage understanding of and commitment to ACU's Mission, Vision and Values in others. Recognise and reward individual and team behaviour aligned to the Mission, Vision and Values. • Convey compassion and honesty in difficult situations, displaying balance and judgment.

Competencies

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Lead Organisation	<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>Take action and complete tasks in compliance with your delegation of authority. Understand the context in which you carry out your day-to-day work and the contribution you make to the broader university.</p> <ul style="list-style-type: none"> Show understanding of how resources (time, materials, staffing, etc) link to commercial outcomes. Work to achieve budget or control costs. Establish methods for staying in tune with industry trends. Understand the wider business context in which ACU operates by keeping up-to date with new developments in the higher education sector, particularly changing Federal Government policy and funding arrangements. Be aware of the commercial aspects of ACU including stakeholders, markets, services and products that contribute to the financial viability of ACU. 	<p>Analyse and interpret financial and industry information and use this information to make planning decisions.</p> <ul style="list-style-type: none"> Actively develop a wide range of higher education sector contacts to regularly conduct benchmarking activities and identify continuous improvement opportunities for ACU. Understand the commercial challenges and opportunities of ACU and proactively investigate and develop options that improve performance by doing things that may be unique, leading-edge or new to ACU. Be willing to think beyond your own role by integrating knowledge across different areas of the business and adopt broader thinking about how your work contributes to the core business of ACU. Know the bigger picture in which you operate by understanding the history, Mission, identity, Values, organisational structure and campuses of ACU.
	<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 interests, strategic goals and Mission at the heart of all outcomes.</p>	<p>Understand that ACU needs to make changes, and maintain effectiveness when experiencing change.</p> <ul style="list-style-type: none"> Think positively and remain open-minded even when faced with obstacles. Be resilient and flexible in approach to work. Think creatively when implementing change initiatives in the context of your work. Listen to the changes proposed, provide feedback and contribute to new solutions. 	<p>Adapt working practices for self and team in times of change for easy adoption and acceptance.</p> <ul style="list-style-type: none"> Proactively consider the impact of change on people and their personal circumstances and ensure this is addressed in your actions and communications. Communicate with clarity in order to reduce ambiguity and to create clear direction in times of change. Cascade the impact of change initiatives into working practices and processes for the staff in a work unit/directorate/faculty or location. Use a range of techniques including group brainstorming to generate creative solutions to the change challenges.
	<p>Deliver Stakeholder Centric Service</p> <p>Keep stakeholder interests at the core of ACU business decisions and ACU service excellence as a top priority.</p>	<p>Carry out personal actions and tasks with a stakeholder focus and community outcomes in mind.</p> <ul style="list-style-type: none"> Respond to requests for service in a timely and thorough manner. Do what is appropriate to ensure stakeholder expectations are met. Prioritise stakeholder needs. Follow up to evaluate stakeholder satisfaction. 	<p>Plan and direct team activities on a daily basis with stakeholder impact in mind, community focus at the core and achievement of strategic objectives as the outcome.</p> <ul style="list-style-type: none"> Take measured and judicious risks to serve the interests of stakeholders. Bring appropriate people together as a team to address service initiatives and challenges in an efficient and effective manner. Demonstrate service excellence in day-to-day work. Promote service excellence behaviour and reward staff who exhibit this behaviour.

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Lead Others	Collaborate Effectively Work collaboratively internally and externally to ACU to capitalise on all available expertise in pursuit of excellence.	Cooperate and collaborate with others to achieve individual and team goals. <ul style="list-style-type: none"> • Demonstrate high levels of personal engagement and inclusiveness amongst peers. • Be visible and accessible to colleagues; communicate openly and widely to share information and knowledge. • Be a team player; share information and see the benefits of working as a team. • Keep others informed and up-to-date about what is happening. 	Work with others to build the conditions for team effectiveness. <ul style="list-style-type: none"> • Create strong morale and spirit amongst own team by working to remove barriers to collaboration. • Define success in terms of the whole team and support stages of team growth and maturity. • Recognise and reward the contribution of others. • Ask others for their views and opinions when making decisions and plans.
	Communicate with Impact 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.	Communicate clearly based on facts and logic; listen and respond appropriately to others. <ul style="list-style-type: none"> • Provide accurate and timely information in the right amounts to others to support their work. • Convey facts, concepts and technical information clearly and concisely, using terms that most people can understand. • Pay attention and listen to others, taking time to build rapport. • Demonstrate respect for others and how they are feeling. 	Tailor communication approach to the audience or situation; win support from others to create a positive impact and successful outcomes. <ul style="list-style-type: none"> • Seek to understand the perspectives of others. • Listen to and be sensitive towards others' motives, concerns, interests and views; adapt communication style, language and context accordingly. • Have awareness of and relate to people from diverse backgrounds. • Provide the information that people need to do their jobs and feel good about being a member of the team/organisational area.
	Coach and Develop Coach and develop self and others through setting clear expectations, managing performance and developing required capabilities to establish a culture of learning and improvement.	Take responsibility for one's own personal growth and skill development and actively seek out opportunities for learning and self-improvement. <ul style="list-style-type: none"> • Be personally committed to and actively work to continuously improve yourself. • Understand that different situations and levels may call for different skills and approaches. • Work to deploy strengths and compensate for weaknesses and limitations. • Seek out opportunities for personal growth and development. 	Actively coach direct reports and others within the organisation and conduct regular career development discussions. <ul style="list-style-type: none"> • Have regular development conversations and set clear performance and development goals. • Assist in unblocking barriers to development. • Celebrate success, openly recognise individual and team achievement and give credit where credit is due. • Delegate tasks and decisions without deferring responsibility.

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Lead Self	<p>Be Responsible and Accountable for Achieving Excellence</p> <p>Take personal accountability for achieving the highest quality outcomes through understanding the ACU context, self-reflection, and aspiring to and striving for excellence.</p>	<p>Be Mission-aligned and responsible for delivering results through self-examination, perseverance, adhering to regulatory obligations and applying policies and procedures that inform the legal and risk responsibilities of one's role.</p> <ul style="list-style-type: none"> Maintain the practice of self-reflection and renewal; examining and nourishing self upon the core values of the Mission, Vision and Values of ACU. Be accountable to identify and connect legal and risk responsibilities back to your role and know where to find the relevant policies and procedures, particularly the ACU Code of Conduct. Fulfil all commitments made to peers, co-workers, supervisors and customers; take personal responsibility and accountability of your work and seeing efforts through to completion. Be honest about mistakes. Persist with assigned roles and tasks until completion, while seeking support when required. 	<p>Understand the purpose of ACU governance policies and procedures and be confident to take ownership of issues to actively manage risk in the best interests of ACU; act to make incremental improvements.</p> <ul style="list-style-type: none"> Act in the interests of ACU by knowing the limits of your own legal and risk knowledge and by knowing when to escalate issues to your manager or subject matter experts for high-level decision-making. Be confident to take ownership of issues that have potential legal and/or risk implications and know who to go to for information and support to work the issue through. Take action to improve performance without being directed to do so. Always look for new and better ways to do things.
	<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>Confidently use ACU's processes and systems to efficiently carry out day-to-day work.</p> <ul style="list-style-type: none"> Demonstrate use of core office applications and other technologies in use in your field of work; ensure the accuracy of data entry and output in support of accurate and timely reporting. Use computer, telecommunications and audio-visual equipment or other technologies used by the organisation in relation to your work. Accept responsibility for own performance to deliver work activities on time and to the required standard in agreement with your nominated supervisor. Understand the steps in work flow to achieve outcomes that appropriately utilise available systems and procedures. 	<p>Manage and organise processes and systems to maximise work efficiencies and work effectiveness.</p> <ul style="list-style-type: none"> Demonstrate a sound understanding of systems, processes and technology relevant to your job and identify and select the most appropriate tools for assigned work, including ACU records, information and knowledge management functions and systems. Manage own and team workload by planning and prioritising work activity and use time management methods to meet deadlines and achieve agreed goals. Contribute to the planning for projects and, as required, communicate the project strategy and its expected benefit to others. Identify ways to improve systems that are used by the work unit and support the implementation of business improvement initiatives and the introduction and roll-out of new technologies.
	<p>Make Informed Decisions</p> <p>Make informed, evidence-based decisions by sourcing and interpreting University and business information.</p>	<p>Identify and utilise key data and information available within ACU to make informed decisions.</p> <ul style="list-style-type: none"> Demonstrate a sound understanding of ACU business functions, terminology and processes. Have knowledge and awareness of relevant University information sources to aid research and analysis. Be bold and express your opinion that is based on fact in order to aid team decisions and discussions. Employ a methodical and logical approach when analysing information to make informed conclusions and decisions that are based on fact. 	<p>Make timely and evidence-based decisions and challenge the decisions of staff to ensure they undertake the same.</p> <ul style="list-style-type: none"> Look beyond the obvious and recognise patterns and trends to draw out key information from complex data. Seek team input into decision-making where appropriate and coach for improved evidence-based decision-making in direct reports. Approach decisions from a high-level, systems perspective to identify broader contextual issues, constraints and objectives that may affect business outcomes. Interpret data to make causal links and consider consequences of actions before making evidence-based decisions.