Capability Development Framework (CDF) Development Guide

Maximise your career.

Reach your potential.

ACU
AUSTRALIAN CATHOLIC UNIVERSITY

CAPABILITY DEVELOPMENT FRAMEWORK (CDF)

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

The Capability Development Framework (CDF) describes the organisational capabilities and the staff competencies that we need to:
- Achieve excellence
- Ensure that we are successful, and
- Ensure that we deliver on our Mission

The ten core competencies are the foundation to successful achievement of ACU's Strategic Plan. They describe the areas that we need to focus on in our work to achieve excellence.

Click on each competency below for development options relating to each competency.

Live ACU's Mission, Vision and Values

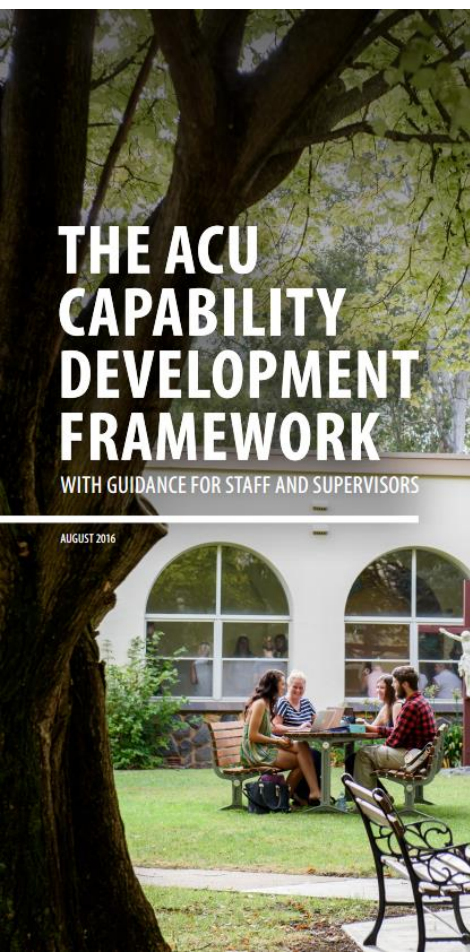| **Lead Organisation** How we take action in support of organisation wide outcomes	**Lead Others** How we work with others in a manner consistent with our values	**Lead Self** How we are responsible for our individual performance and contribution
Apply Commercial Acumen	Collaborate Effectively	Be Responsible and Accountable for Achieving Excellence
Adapt To and Lead Change	Communicate with Impact	Know ACU Work Processes & Systems
Deliver Stakeholder Centric Service	Coach & Develop	Make Informed Decisions

2

WHAT IS THIS COMPETENCY?

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.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

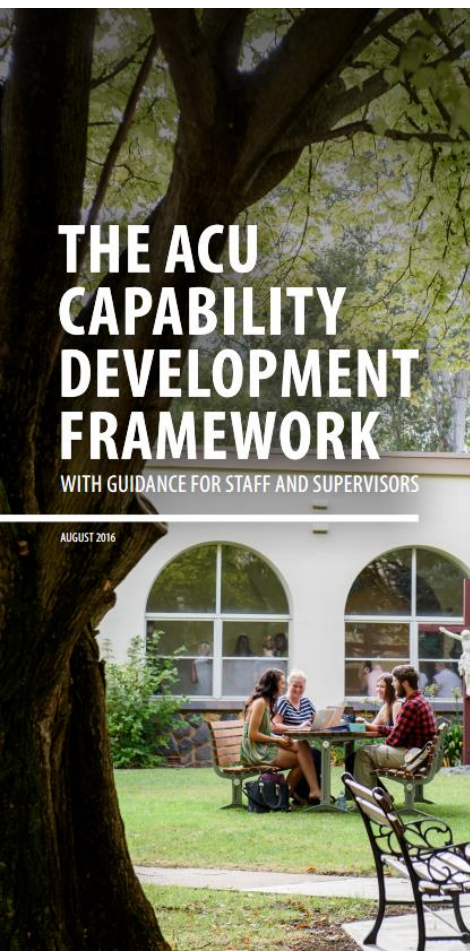| PROGRAM	DESCRIPTION
Mission Imperative	Coming soon.
Working with Purpose and Values	This workshop is for staff inspired to make ACU a university like no other by enabling and enriching ACU's Mission and values through their work.
Understanding & Managing Your Stakeholders	Identify key stakeholders; specify goals for each stakeholder; utilise effective approaches when communicating with stakeholders; and learn strategies to reduce interpersonal tension and conflict with stakeholder groups.
Translating Strategy into Results	Understand the elements required to implement a new strategy; overcome challenges interfering with implementation; and plan how to sustain strategy execution in the long term.
Cultural Awareness Workshops	Help facilitate a culturally inclusive and safe space by appreciating the ways that kinship and community have significance in everyday life of Aboriginal and Torres Strait Islander staff and students; and challenge many myths that have shaped broader Australia's perceptions of Aboriginal and Torres Strait Islander peoples.
Accidental Counsellor + Domestic Violence Awareness	Recognise when someone is in crisis; and learn to respond in an appropriate manner during and after conversations about domestic family violence.

WHAT IS THIS COMPETENCY?

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.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

PROGRAM	DESCRIPTION
Mental Health First Aid Training	Identify the signs and symptoms of mental health problems, recognise where and how to get help for those who need it, learn how to address health crises.
Being Your Best Self	Discover what 'best self' means and how to be more resilient, improve your communication style for better relationships and work outcomes. This is a modular program, starting with Respect & Dignity of the Human Person. Further modules include Building Healthy Relationships, Optimal Pressure & Performance, Building Understanding, and Self Care.
Bringing Out the Best in Your Team	Discover how to bring out the 'best self' in team members. This is a modular program, starting with Respect & Dignity of the Human Person. Further modules include The Inclusive Manager, Constructive Conversations, Leading Transition, and Managing Wellbeing.
Financial Wellbeing Programs	Ask questions and find out about a range of super and pension-related topics to stay informed and on track.
U@ACU	Learn about the University's organisation structure, History and Strategic Direction, Catholic Identity & Mission, Community Engagement, the Code of Conduct and working at ACU.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

4

ACU
AUSTRALIAN CATHOLIC UNIVERSITY

WHAT IS THIS COMPETENCY?

Understand the business environment in which ACU operates and adopt a university-wide point of view to seize opportunities and improve commercial viability.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 20 10

THE ACU
CAPABILITY
DEVELOPMENT
FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

PROGRAM	DESCRIPTION
Commercial ACUmen	Understand the ACU environment and its commercial aspect; better manage budgets and costs; understand how resources link to commercial outcomes; and gain a deep knowledge of ACU financial information.
Compliance Awareness Training	Compliance Awareness underpins ACU's Mission and Values and is essential to building an ethical culture, establishing acceptable standards of behaviour and mitigating risk. The modules will ensure ACU staff are aware of and follow appropriate processes and apply the necessary judgement in their day-to-day activities. Staff are required to complete this training at least once every 2 years.
Decision Making Strategies for the ACU Environment	Understand the business rationale to support decision-making in the ACU context, develop practical strategies and identify broader contextual issues that affect ACU business outcomes.
Emerging Leaders and Managers Program (eLAMP)	Using case studies, learn basic skills needed to be successful to lead self and others, understand the tertiary education landscape in greater depth and understand how other parts of the University operate.
Financial Management	Understand the drivers impacting financial decision making at ACU; proactively analyse and interpret financial information to influence decisions; and formulate initiatives to improve the commercial sustainability of a organisational unit or school.
Risk Management	Understand the risk environment at ACU; proactively identify any early warning indicators; develop and implement a robust control environment; and confidently communicate any changes to the risk environment.

WHAT IS THIS COMPETENCY?

Understand the business environment in which ACU operates and adopt a university-wide point of view to seize opportunities and improve commercial viability.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

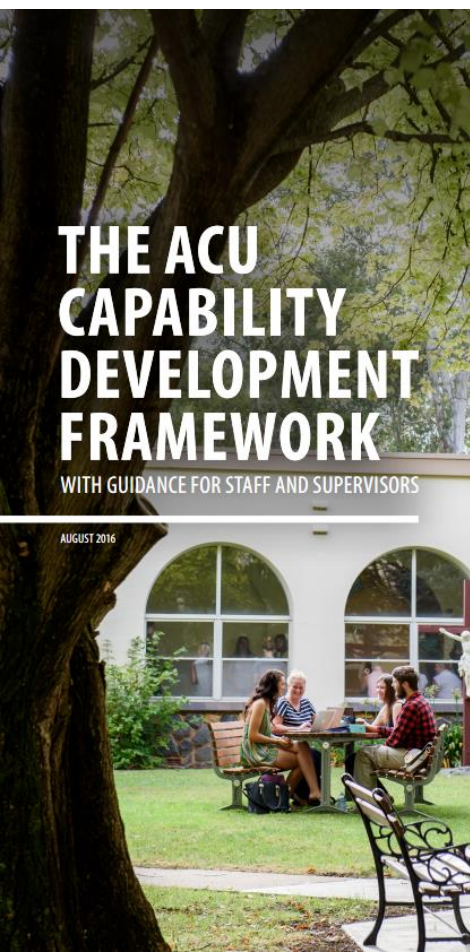| PROGRAM	DESCRIPTION
Translating Strategy into Results	Understand the elements required to implement a new strategy; overcome challenges interfering with implementation; and plan how to sustain strategy execution in the long term.
Write for Results	Examine examples of best practice reports, business cases and memos; identify key messages and purpose; analyse your readers; plan for a clear and logical structure; and learn proofreading techniques.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

ADAPT TO AND LEAD CHANGE

WHAT IS THIS COMPETENCY?

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.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

PROGRAM	DESCRIPTION
Accidental Counsellor + Domestic Violence Awareness	Recognise when someone is in crisis; and learn to respond in an appropriate manner during and after conversations about domestic family violence.
Driving Change	Inspire teams to take ownership of change; turn their resistance to acceptance of change; accelerate the process of effecting change at ACU; and minimise any potential negative effects of change on team members.
Embracing Change	Recognise and explore change; overcome resistance to change; take ownership of change; understand the impact of not adapting to change; demonstrate an embracing change mindset.
Emerging Leaders and Managers Program (eLAMP)	Using case studies, learn basic skills needed to be successful to lead self and others, understand the tertiary education landscape in greater depth and understand how other parts of the University operate.
Effectively Navigating Change: A Personal Toolkit	Identify your personal resilience; develop strategies to build your resilience; establish your internal locus of control; and create an action plan to build your resilience.
Influencing & Negotiation	Understand the skills and techniques for influencing others, identify stages and steps of negotiation, learn to manage difficulties and overcome deadlocks, develop ethical strategies for influencing and negotiating with stakeholders.
Leading Through Transformation	Examine challenges in leading teams through change; understand your role in supporting your team through change; proactively consider the impact of change on people; explore the transition curve; and develop practical strategies to build a change resilient team.
Working with Purpose and Values	This workshop is for staff inspired to make ACU a university like no other by enabling and enriching ACU's Mission and values through their work.

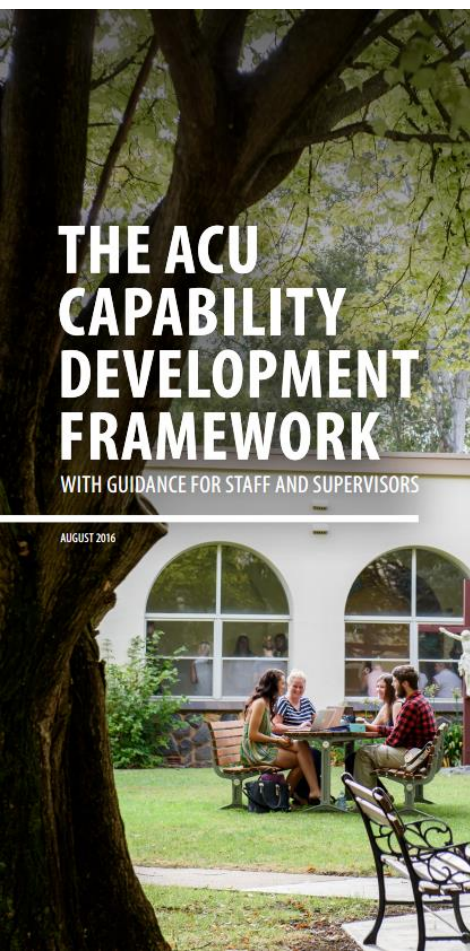**WHAT IS THIS COMPETENCY?**

Keep stakeholder interest at the core of ACU business decisions and ACU service excellence as a top priority.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 / 20 / 10

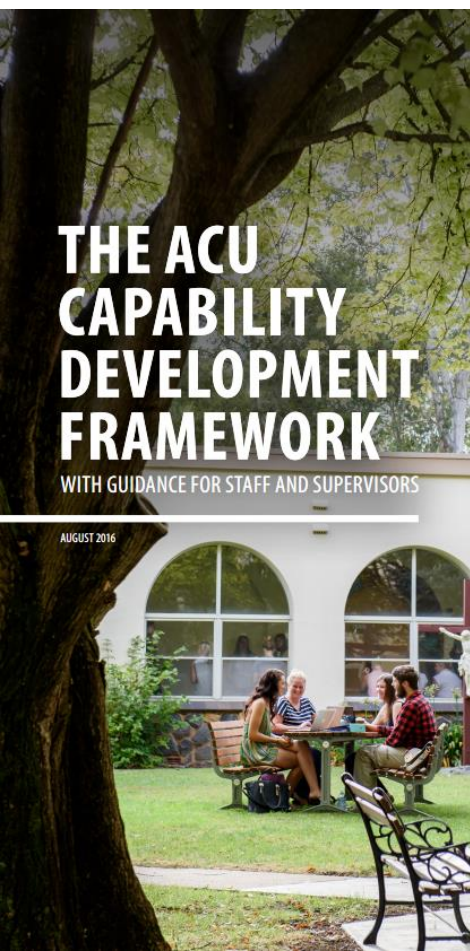| PROGRAM	DESCRIPTION
Achieving Excellence	Learn skills to motivate and nurture an excellence mindset; shift from an ad-hoc problem-solving culture to nurturing a long-lasting mindset of learning and growth.
Collaborate & Communicate	Understand principles for building strong relationships at ACU; understand what is effective communication; explore verbal and non-verbal communication; examine different communication styles; and use communication to collaborate effectively.
Design & Systems Thinking	Understand design thinking; provide a solution based approach to solving problems; adopt systems thinking approach when analysing and improving situations; and explore case studies of leading organisations.
Influencing & Negotiation	Understand the skills and techniques for influencing others, identify stages and steps of negotiation, learn to manage difficulties and overcome deadlocks, develop ethical strategies for influencing and negotiating with stakeholders.
Legendary Service	Improve commitment to customers; identify customer needs; recognise the non-verbal cues and respond to customers by offering solutions resulting in customer loyalty.
Networking for Enhanced Collaboration	Understand the benefit of networking within the University; and identify opportunities to expand your network to maintain strong working relationships.
Project Management Foundations	Define and plan a project using a business case and a project initiation document; understand stakeholder management; apply processes to identify risk and issue management; and be aware of project controls.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

Keep stakeholder interest at the core of ACU business decisions and ACU service excellence as a top priority.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

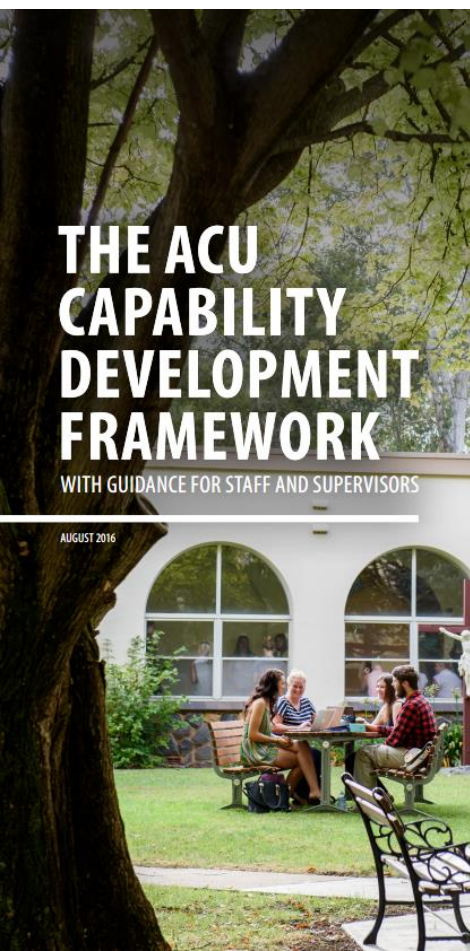| PROGRAM	DESCRIPTION
Risk Management	Understand the risk environment at ACU; proactively identify any early warning indicators; develop and implement a robust control environment; and confidently communicate any changes to the risk environment.
Translating Strategy into Results	Understand the elements required to implement a new strategy; overcome challenges interfering with implementation; and plan how to sustain strategy execution in the long term.
Understanding & Managing Your Stakeholders	Identify key stakeholders; specify goals for each stakeholder; utilise effective approaches when communicating with stakeholders; and learn strategies to reduce interpersonal tension and conflict with stakeholder groups.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

Work collaboratively internally and externally with ACU to capitalise on all available expertise in pursuit of excellence.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

PROGRAM	DESCRIPTION
Coaching Essentials	Develop a coaching mindset and practice a structured process to accelerate development by bringing out the best in others.
Collaborate & Communicate	Understand principles for building strong relationships at ACU; understand what is effective communication; explore verbal and non-verbal communication; examine different communication styles; and use communication to collaborate effectively.
Communicating for Leadership Success	Explore techniques to have successful interactions with team members; and use tips on how to achieve business outcomes by building strong working relationships within ACU.
Communicating with Impact	Improve communication to efficiently deliver organisational outcomes; increase clarity in communication to decrease workplace conflict; and build healthy relationships with colleagues to increase clarity and productivity.
Constructively Challenging Thinking & Decisions	Understand role of assumptions and biases in thought processes, develop strategies to make objective decisions, recognise the importance of engagement in decision making processes and express your decisions with confidence.
Design & Systems Thinking	Understand design thinking; provide a solution based approach to solving problems; adopt systems thinking approach when analysing and improving situations; and explore case studies of leading organisations.
Emerging Leaders and Managers Program (eLAMP)	Using case studies, learn basic skills needed to be successful to lead self and others, understand the tertiary education landscape in greater depth and understand how other parts of the University operate.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

Work collaboratively internally and externally with ACU to capitalise on all available expertise in pursuit of excellence.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

THE ACU
CAPABILITY
DEVELOPMENT
FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

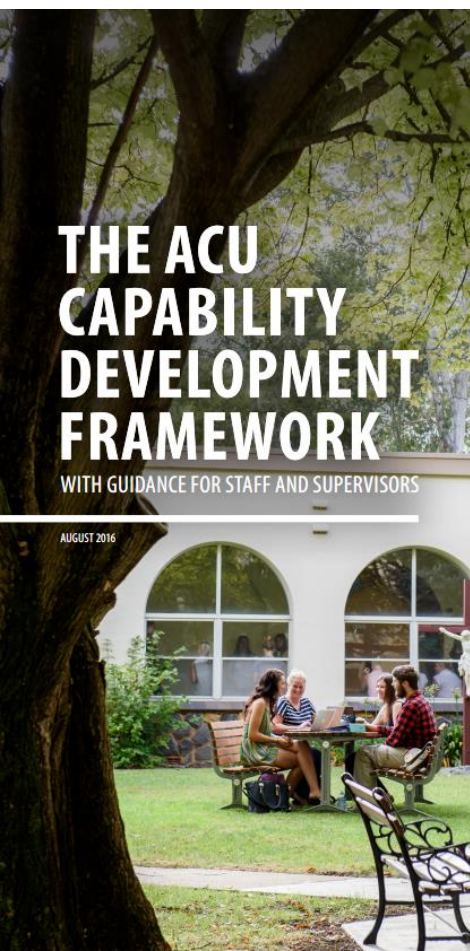| PROGRAM	DESCRIPTION
High Impact Feedback & Listening	Improve ability to build authentic working relationships; reduce negative emotions; create a team culture of feedback; and support team growth.
Instilling a Culture of Innovation	Recognise the role in building and sustaining the conditions for innovation, make and measure 30 day commitments to hold yourself accountable for instilling a culture of innovation.
Legendary Service	Improve commitment to customers; identify customer needs; recognise the non-verbal cues and respond to customers by offering solutions resulting in customer loyalty.
Management Essentials	Have effective conversations through active listening, asking open-ended questions and offering support; practice goal setting, recognition and redirecting colleagues toward expected standard behaviour.
Mastering Emotional Intelligence	Understand emotional intelligence; identify your own EQ and emotional triggers; learn techniques to respond effectively; and learn skills to strengthen each element of EQ.
Mastering Decision Dynamics	Recognise factors that can negatively impact business decision making; identify specific decision-making biases; and learn techniques to manage these biases.
Maximising Team Performance	Nurture a collaborate environment to achieve team goals; and enhance team effectiveness by addressing factors preventing the team from achieving higher levels of performance.
Networking for Enhanced Collaboration	Understand the benefit of networking within the University; and identify opportunities to expand your network to maintain strong working relationships.

See over page for more options to develop this competency.

WHAT IS THIS COMPETENCY?

Work collaboratively internally and externally with ACU to capitalise on all available expertise in pursuit of excellence.

Click on the program links below for further information.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

PROGRAM	DESCRIPTION
Presenting With Impact	Analyse the audience; structure presentations for maximum impact; use techniques to form a key message; and improve skills in handling presentation fears.
Project Management Foundations	Define and plan a project using a business case and a project initiation document; understand stakeholder management; apply processes to identify risk and issue management; and be aware of project controls.
Working as A High Performing Team	Recognise stages of team development; establish reasons that limit your team from being a high performing team; and develop a strategy to progress your team through each stage.
Understanding & Managing Your Stakeholders	Identify key stakeholders; specify goals for each stakeholder; utilise effective approaches when communicating with stakeholders; and learn strategies to reduce interpersonal tension and conflict with stakeholder groups.

WHAT IS THIS COMPETENCY?

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.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

PROGRAM	DESCRIPTION
Accidental Counsellor + Domestic Violence Awareness	Recognise when someone is in crisis; and learn to respond in an appropriate manner during and after conversations about domestic family violence.
Coaching Essentials	Develop a coaching mindset, and practice a structured process to accelerate development and bring out the best in others.
Collaborate & Communicate	Understand principles for building strong relationships at ACU; understand what is effective communication; explore verbal and non-verbal communication; examine different communication styles; and use communication to collaborate effectively.
Communicating for Leadership Success	Explore techniques to have successful interactions with team members; and use tips on how to achieve business outcomes by building strong working relationships within ACU.
Communicating with Impact	Improve communication to efficiently deliver organisational outcomes; increase clarity in communication to decrease workplace conflict; and build healthy relationships with colleagues to increase clarity and productivity.
Driving Change	Inspire teams to take ownership of change; turn their resistance to acceptance of change; accelerate the process of effecting change at ACU; and minimise any potential negative effects of change on team members.
Effectively Navigating Change: A Personal Toolkit	Identify your personal resilience; develop strategies to build your resilience; establish your internal locus of control; and create an action plan to build your resilience.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

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.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 20 10

PROGRAM	DESCRIPTION
High Impact Feedback & Listening	Improve ability to build authentic working relationships; reduce negative emotions; create a team culture of feedback; and support team growth.
Legendary Service	Improve commitment to customers; identify customer needs; recognise the non-verbal cues and respond to customers by offering solutions resulting in customer loyalty.
Mastering Emotional Intelligence	Understand emotional intelligence; identify your own EQ and emotional triggers; learn techniques to respond effectively; and learn skills to strengthen each element of EQ.
Networking for Enhanced Collaboration	Understand the benefit of networking within the University; and identify opportunities to expand your network to maintain strong working relationships.
Presenting With Impact	Analyse the audience; structure presentations for maximum impact; use techniques to form a key message; and improve skills in handling presentation fears.
Understanding & Managing Your Stakeholders	Identify key stakeholders; specify goals for each stakeholder; utilise effective approaches when communicating with stakeholders; and learn strategies to reduce interpersonal tension and conflict with stakeholder groups.
Working with Purpose and Values	This workshop is for staff inspired to make ACU a university like no other by enabling and enriching ACU's Mission and values through their work.
Write for Results	Examine examples of best practice reports, business cases and memos; identify key messages and purpose; analyse your readers; plan for a clear and logical structure; and learn proofreading techniques.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

Coach and develop self and others through setting clear expectations, managing performance and developing required capabilities to establish a culture of learning and improvement.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

PROGRAM	DESCRIPTION
Coaching Essentials	Develop a coaching mindset, and practice a structured process to accelerate development and bring out the best in others.
Developing Organisational Talent	Identify your team's development needs, understand your role in developing your team to achieve their highest potential and provide feedback.
Developing Yourself and Others	Use a three step process to identify your strengths and growth areas; create development plans and successfully implement them; and measure the success of the development plans.
Emerging Leaders and Managers Program (eLAMP)	Using case studies, learn basic skills needed to be successful to lead self and others, understand the tertiary education landscape in greater depth and understand how other parts of the University operate.
High Impact Feedback & Listening	Improve ability to build authentic working relationships; reduce negative emotions; create a team culture of feedback; and support team growth.
Leading Through Transformation	Examine challenges in leading teams through change; understand your role in supporting your team through change; proactively consider the impact of change on people; explore the transition curve; and develop practical strategies to build a change resilient team.
Management Essentials	Have effective conversations through active listening, asking open-ended questions and offering support; practice goal setting, recognition and redirecting colleagues toward expected standard behaviour.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

Coach and develop self and others through setting clear expectations, managing performance and developing required capabilities to establish a culture of learning and improvement.

Click on the program links below for further information.

PROGRAM	DESCRIPTION
Legendary Service	Improve commitment to customers; identify customer needs; recognise the non-verbal cues and respond to customers by offering solutions resulting in customer loyalty.
Mastering Emotional Intelligence	Understand emotional intelligence; identify your own EQ and emotional triggers; learn techniques to respond effectively; and learn skills to strengthen each element of EQ.
Maximising Team Performance	Nurture a collaborate environment to achieve team goals; and enhance team effectiveness by addressing factors preventing the team from achieving higher levels of performance.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

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.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

PROGRAM	DESCRIPTION
Achieving Excellence	Learn skills to motivate and nurture an excellence mindset; shift from an ad-hoc problem-solving culture to nurturing a long-lasting mindset of learning and growth.
Coaching Essentials	Develop a coaching mindset, and practice a structured process to accelerate development and bring out the best in others.
Collaborate & Communicate	Understand principles for building strong relationships at ACU; understand what is effective communication; explore verbal and non-verbal communication; examine different communication styles; and use communication to collaborate effectively.
Commercial ACUmen	Understand the ACU environment and its commercial aspect; better manage budgets and costs; understand how resources link to commercial outcomes; and gain a deep knowledge of ACU financial information.
Communicating for Leadership Success	Explore techniques to have successful interactions with team members; and use tips on how to achieve business outcomes by building strong working relationships within ACU.
Communicating with Impact	Improve communication to efficiently deliver organisational outcomes; increase clarity in communication to decrease workplace conflict; and build healthy relationships with colleagues to increase clarity and productivity.
Compliance Awareness Training	Compliance Awareness underpins ACU's Mission and Values and is essential to building an ethical culture, establishing acceptable standards of behaviour and mitigating risk. The modules will ensure ACU staff are aware of and follow appropriate processes and apply the necessary judgement in their day-to-day activities. Staff are required to complete this training at least once every 2 years.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

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.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 20 10

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

PROGRAM	DESCRIPTION
Constructively Challenging Thinking & Decisions	Understand role of assumptions and biases in thought processes, develop strategies to make objective decisions, recognise the importance of engagement in decision making processes and express your decisions with confidence.
Decision Making Strategies for the ACU Environment	Understand the business rationale to support decision-making in the ACU context, develop practical strategies and identify broader contextual issues that affect ACU business outcomes.
Developing Organisational Talent	Identify the team's development needs, understand your role in developing your team to achieve their highest potential and provide feedback.
Developing Yourself and Others	Use a three step process to identify your strengths and growth areas; create development plans and successfully implement them; measure the success of the development plans.
Embracing Change	Recognise and explore change; overcome resistance to change; take ownership of change; understand the impact of not adapting to change; demonstrate an embracing change mindset.
Financial Management	Understand the drivers impacting financial decision making at ACU; proactively analyse and interpret financial information to influence decisions; and formulate initiatives to improve the commercial sustainability of a organisational unit or school.
Instilling a Culture of Innovation	Recognise the role in building and sustaining the conditions for innovation, make and measure 30 day commitments to hold yourself accountable for instilling a culture of innovation.
Legendary Service	Improve commitment to customers; identify customer needs; recognise the non-verbal cues and respond to customers by offering solutions resulting in customer loyalty.

See over page for more options to develop this competency.

WHAT IS THIS COMPETENCY?

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.

Click on the program links below for further information.

PROGRAM	DESCRIPTION
Making High Quality Decisions	Improve your ability to make business decisions effectively; identify obstacles to effective decision making; and learn to involve the right people at the right time in the decision making process.
Meeting & Time Management	Practice leading effective team meetings; identify current norms in team meetings; apply time management approaches; and develop a self-management action plan.
Mental Health First Aid Training	Identify the signs and symptoms of mental health problems, recognise where and how to get help for those who need it, learn how to address health crises.
Planning & Managing Resources	Focus on critical activities, best use of available resources, increase team's ability to manage projects efficiently; identify potential risks to work plans; develop contingency plans.
Project Management Foundations	Define and plan a project using a business case and a project initiation document; understand stakeholder management; apply processes to identify risk and issue management; and be aware of project controls.
Translating Strategy into Results	Understand the elements required to implement a new strategy; overcome challenges interfering with implementation; and plan how to sustain strategy execution in the long term.
Working with Purpose and Values	This workshop is for staff inspired to make ACU a university like no other by enabling and enriching ACU's Mission and values through their work.
Write for Results	Examine examples of best practice reports, business cases and memos; identify key messages and purpose; analyse your readers; plan for a clear and logical structure; and learn proofreading techniques.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

Plan work activity, prioritise time and resources using established ACU processes and technology to achieve optimum efficiency and effectiveness.

Click on the program links below for further information.

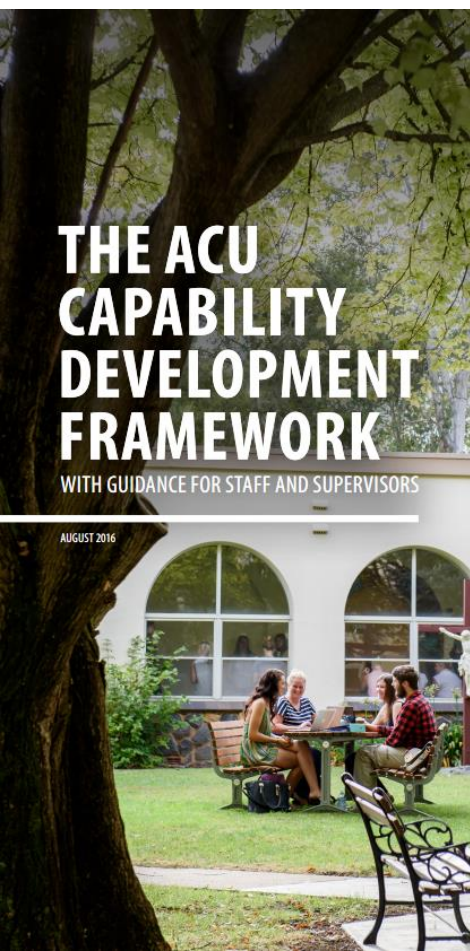| PROGRAM	DESCRIPTION
Commercial ACUmen	Understand the ACU environment and its commercial aspect; better manage budgets and costs; understand how resources link to commercial outcomes; and gain a deep knowledge of ACU financial information.
Compliance Awareness Training	Compliance Awareness underpins ACU's Mission and Values and is essential to building an ethical culture, establishing acceptable standards of behaviour and mitigating risk. The modules will ensure ACU staff are aware of and follow appropriate processes and apply the necessary judgement in their day-to-day activities. Staff are required to complete this training at least once every 2 years.
Decision Making Strategies for the ACU Environment	Understand the business rationale to support decision-making in the ACU context, develop practical strategies and identify broader contextual issues that affect ACU business outcomes.
Digital Literacy (LinkedIn Learning)	Browse an extensive selection of courses and short videos to develop your specific technical knowledge and skills with using MS office, Adobe and other programs.
Instilling a Culture of Innovation	Recognise the role in building and sustaining the conditions for innovation, make and measure 30 day commitments to hold yourself accountable for instilling a culture of innovation.
Networking for Enhanced Collaboration	Understand the benefit of networking within the University; and identify opportunities to expand your network to maintain strong working relationships.
Planning & Managing Resources	Focus on critical activities, best use of available resources, increase team's ability to manage projects efficiently; identify potential risks to work plans; develop contingency plans.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

WHAT IS THIS COMPETENCY?

Make informed, evidence-based decisions by sourcing and interpreting University and business information.

Click on the program links below for further information.

CHECK OUT THE 70:20:10 TOOLKIT FOR THIS COMPETENCY

70 | 20 | 10

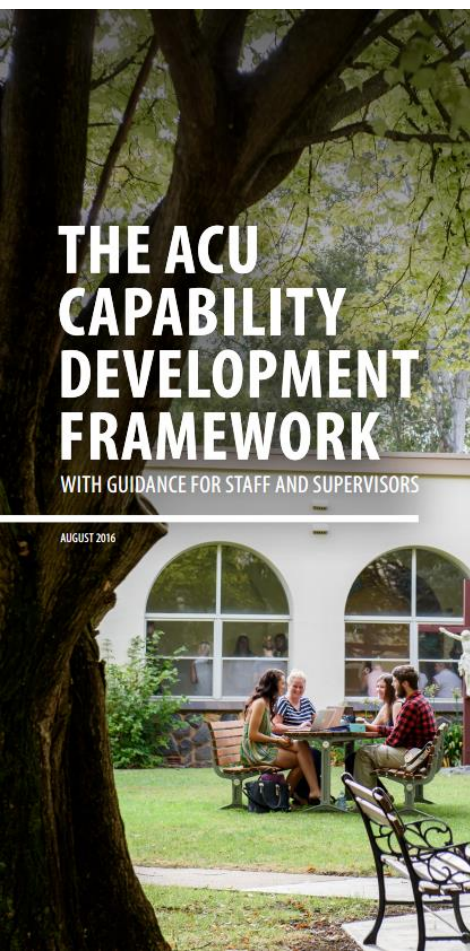| PROGRAM	DESCRIPTION
Accidental Counsellor + Domestic Violence Awareness	Recognise when someone is in crisis; and learn to respond in an appropriate manner during and after conversations about domestic family violence.
Coaching Essentials	Develop a coaching mindset, and practice a structured process to accelerate development and bring out the best in others.
Commercial ACUmen	Understand the ACU environment and its commercial aspect; better manage budgets and costs; understand how resources link to commercial outcomes; and gain a deep knowledge of ACU financial information.
Constructively Challenging Thinking & Decisions	Understand role of assumptions and biases in thought processes, develop strategies to make objective decisions, recognise the importance of engagement in decision making processes and express your decisions with confidence.
Decision Making Strategies for the ACU Environment	Understand the business rationale to support decision-making in the ACU context, develop practical strategies and identify broader contextual issues that affect ACU business outcomes.
Emerging Leaders and Managers Program (eLAMP)	Using case studies, learn basic skills needed to be successful to lead self and others, understand the tertiary education landscape in greater depth and understand how other parts of the University operate.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016
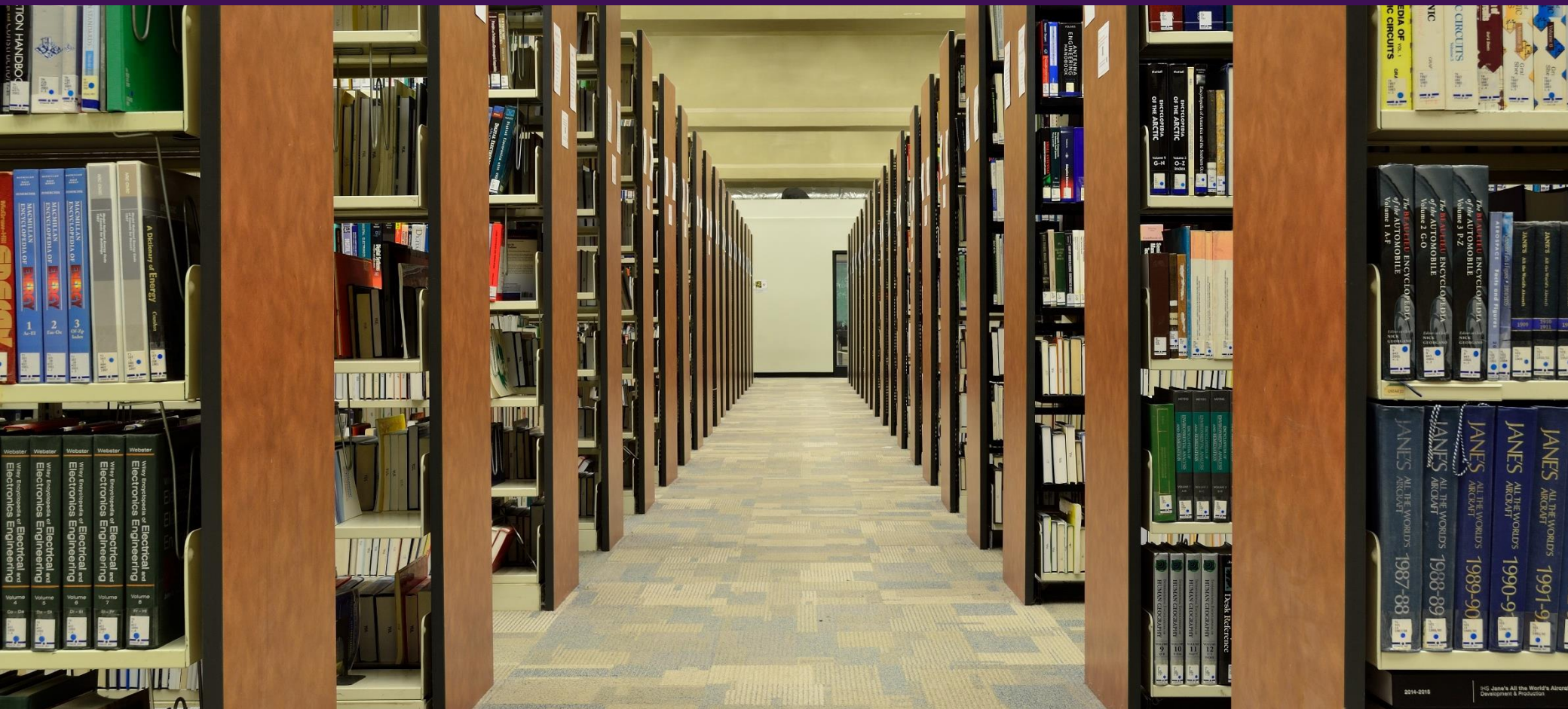
WHAT IS THIS COMPETENCY?

Make informed, evidence-based decisions by sourcing and interpreting University and business information.

Click on the program links below for further information.

70 20 10

PROGRAM	DESCRIPTION
Legendary Service	Improve commitment to customers; identify customer needs; recognise the non-verbal cues and respond to customers by offering solutions resulting in customer loyalty.
Making High Quality Decisions	Improve your ability to make business decisions effectively; identify obstacles to effective decision making; and learn to involve the right people at the right time in the decision making process.
Management Essentials	Have effective conversations through active listening, asking open-ended questions and offering support; practice goal setting, recognition and redirecting colleagues toward expected standard behaviour.
Mastering Decision Dynamics	Recognise factors that can negatively impact business decision making; identify specific decision-making biases; and learn techniques to manage these biases.
Maximising Team Performance	Nurture a collaborate environment to achieve team goals; and enhance team effectiveness by addressing factors preventing the team from achieving higher levels of performance.
Meeting & Time Management	Practice leading effective team meetings; identify current norms in team meetings; apply time management approaches; and develop a self-management action plan.
Mental Health First Aid Training	Identify the signs and symptoms of mental health problems, recognise where and how to get help for those who need it, learn how to address health crises.
Project Management Foundations	Define and plan a project using a business case and a project initiation document; understand stakeholder management; apply processes to identify risk and issue management; and be aware of project controls.

THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016

Didn't find what you were looking for?

You can make learning queries via
the Service Central portal or via
phone on (07) 3623 7272.