

Expectations at each Achievement Level

The expectation of competence is cumulative from one Achievement Level to the next, as illustrated below.

| Competencies | Level 1 Expectations All Staff |
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| <p>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.</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> |
| <p>Apply Commercial Acumen 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> |
| <p>Adapt to and Lead Change 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> |
| <p>Deliver Stakeholder Centric Service 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> |
| <p>Collaborate Effectively Work collaboratively internally and externally to ACU to capitalise on all available expertise in pursuit of excellence.</p> | <p>Cooperate and collaborate with others to achieve individual and team goals.</p> |
| <p>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.</p> | <p>Communicate clearly based on facts and logic; listen and respond appropriately to others.</p> |
| <p>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.</p> | <p>Take responsibility for one's own personal growth and skill development and actively seek out opportunities for learning and self-improvement.</p> |
| <p>Be Responsible and Accountable for Achieving Excellence 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> |
| <p>Know ACU Work Processes and Systems 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> |
| <p>Make Informed Decisions 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> |

| Level 2 Expectations Management includes all expectations from Level 1 plus: | Level 3 Expectations Executive Leadership includes all expectations from Levels 1 and 2 plus: | Level 4 Expectations Senior Executive Leadership includes all expectations from Levels 1, 2 and 3 plus: |
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| Understand the organisational direction, and ACU's Mission, Vision and Values, and translate this effectively into outcomes and work for the team. | Show courage, compassion, empathy and graciousness in all stakeholder dealings and communications, both internally and externally. | Role-model commitment to ACU's Vision; keep ACU's Mission, Vision and Values centre of mind when making strategic decisions and engaging others. |
| Analyse and interpret financial and industry information and use this information to make planning decisions. | Formulate mid-term and long-term strategies that improve the commercial sustainability of every organisational area. Make effective business decisions that are evidence-based and informed by industry and financial reality. | Address factors and risk that affect long-term sustainability and create new and diversified commercial opportunities for ACU by considering the commercial context. |
| Adapt working practices for self and team in times of change for easy adoption and acceptance. | Motivate others to accept University-wide changes that are being initiated and establish plans to ensure change management initiatives are successful and achieve the desired outcomes. | Champion change initiatives and new ideas. Encourage others to take appropriate risks and support them when they do. |
| 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. | Create and disseminate mid-term and long-term University initiatives with clearly outlined impacts to stakeholders; promote stakeholder focus within own organisational area and establish mechanisms that ensure stakeholder feedback is gathered and used. | Champion and create a culture of stakeholder focus and engagement that influences the strategic planning and direction of ACU. |
| Work with others to build the conditions for team effectiveness. | Creatively build linkages to coordinate effort and action in pursuit of efficiencies and economies of scale between organisational areas within ACU. | Break down 'silo' thinking across ACU by nationally and internationally leading and shaping whole-of-organisation thinking and working. |
| Tailor communication approach to the audience or situation; win support from others to create a positive impact and successful outcomes. | Influence others, including high-level stakeholders, using appropriate communication strategies to further the organisational area needs while achieving win-win outcomes. | Use complex influencing strategies to win concessions without damaging relationships and achieve outstanding results in support of ACU's goals. |
| Actively coach direct reports and others within the organisation and conduct regular career development discussions. | Create an environment within the organisational area that promotes development and learning. | Champion a learning culture of continuous self- development that is safe and encouraging for all. |
| Understand the purpose of ACU governance policies and procedures and be confident to take ownership of issues to manage risk actively in the best interests of ACU; act to make incremental improvements. | Set and work towards stretch goals. Understand and apply the language and terminology of legal risk and authority to skillfully manage issues through to resolution on behalf of ACU. | Encourage excellence and mitigate risks by creating a culture of accountability and ownership throughout ACU. |
| Manage and organise processes and systems to maximise work efficiencies and work effectiveness. | Apply whole-of-systems thinking to identify the ways in which ACU's processes and technology can be leveraged across your organisational area. | Leverage cutting-edge industry technologies and systems to improve the efficiency and effectiveness of ACU. |
| Make timely and evidence-based decisions and challenge the decisions of staff to ensure they undertake the same. | Work through the formal and informal decision-making structures in ACU to effectively interpret complex information and make decisions that have a clear business rationale. | Engage in high-level analysis and draw on industry research from a broad range of complex information to formulate University-wide decisions and approaches. |