

# THE ACU CAPABILITY DEVELOPMENT FRAMEWORK

WITH GUIDANCE FOR STAFF AND SUPERVISORS

AUGUST 2016







## Message from the Vice-Chancellor and President

Australian Catholic University's (ACU) achievements in the last few years are to be celebrated. Our growth places us as one of the largest English-speaking Catholic universities in the world, a well performing research university and a mid-sized university in Australia, with strong international connections and a Rome Centre. We are well-advanced in achieving our goal of being one of the most significant Catholic universities in the world.

After a period of growth and the development of new and enhanced curriculum, teaching, research and services, it is critical to maintain momentum while consolidating what has been achieved. For ACU, this means embedding a culture of excellence in all that we do as we continue to drive toward the achievement of our strategy.

Our new Capability Development Framework (CDF) is central to our capacity to do this.

The 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 CDF also plays an important part in informing our ongoing investment in the professional development of our staff.

### What do we need from our staff?

The combined effort of many individuals is what makes the whole successful. We all need to focus on doing our best at what is important, and to be dedicated to continually learning and improving skills and service.

### What do we need from our leaders, managers and supervisors?

Our leaders, managers and supervisors are the builders of capability and the shapers of culture. If you are a leader, manager or supervisor, then you have the most impact and influence on your team's performance and contribution. Your responsibility is significant and so is your potential to effect positive change. We need you to take up the role of custodian of the CDF and give it continuing application in the day-to-day leadership and management of your team.

The CDF supports our staff and our leaders, managers and supervisors in having conversations about the competencies that are important in individual, team and organisational performance and development. Over time it will become part of our people processes, operations and culture as an underpinning framework that expresses what is needed from all of us to make our University successful now and in the future.

I am excited about ACU's future and about what we can do together to achieve success.

I encourage everyone to keep learning, be the best we can be, and strive for excellence.

**Professor Greg Craven**  
Vice-Chancellor and President  
August 2016

## Contents

Introduction	2
Elements of the Capability Development Framework	3
Organisational Capabilities	4
Core Competencies	5
Achievement Levels	6
Expectations at each Achievement Level	8
Level 1 Expectations and Behaviours in more detail	10
Level 2 Expectations and Behaviours in more detail	12
Level 3 Expectations and Behaviours in more detail	14
Level 4 Expectations and Behaviours in more detail	16
Guidance for Staff	18
Guidance for Supervisors	19



# Introduction

The ACU Capability Development Framework describes the essential competencies that are needed in all ACU staff to achieve our strategy and support our Mission. The CDF is one of several frameworks and standards that express the University's expectations of the conduct, capability, participation and contribution of staff (such as the Code of Conduct, the Learning for Life Framework and the Academic Performance Matrices).

The CDF applies to everyone. It enables a whole-of-organisation approach to developing and strengthening capability, and it is part of the ongoing investment by the University in the professional development of our staff.

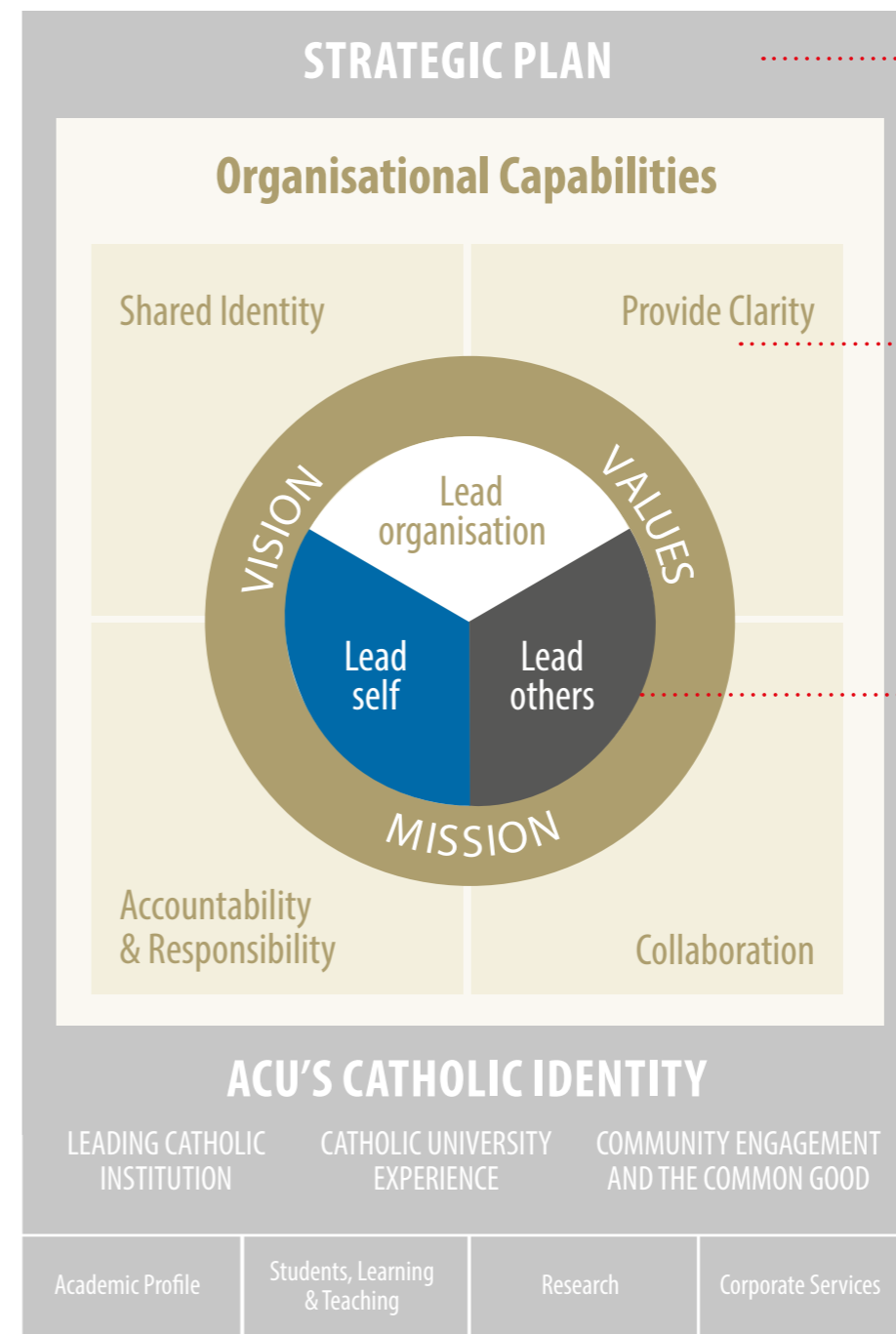
The CDF enables a clear view of the competencies that support achievement of excellence. It supports conversations between staff and supervisors in identifying professional development opportunities, both to strengthen capability in the current role and understand expectations at the next level.

All people processes at ACU will in time be supported by the CDF; including job design, recruitment, induction, probation, performance review and planning, and promotion. It will also assist supervisors as a framework to support the day-to-day leadership and management of teams and individuals.

The CDF was developed with broad consultation across the University and is informed by the Strategic Plan and its enabling frameworks, including the Workforce Framework. It builds on the Leadership Competency Framework, and replaces the LCF as a comprehensive framework for all staff.



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.

<p><b>Shared Identity</b></p> <p>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.</p>	<p><b>Provide Clarity</b></p> <p>Clarity and transparency in our communication is expected at every level. We are excellent at sharing and articulating our strategic point of view.</p>
<p>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.</p> <p><b>Accountability &amp; Responsibility</b></p>	<p>Working across boundaries, both internally and externally, to ensure efficiency, excellence and leverage. Success is collective.</p> <p><b>Collaboration</b></p>

# Core Competencies



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.

<p><b>Live ACU's Mission, Vision and Values</b></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><i>Organisational Capabilities: Shared Identity, Provide Clarity</i></p>		
<p><b>Lead Organisation</b></p> <p>Three competencies that describe how we take action in support of organisation-wide outcomes.</p>	<p><b>Lead Others</b></p> <p>Three competencies that describe how we work with others in a manner consistent with our values.</p>	<p><b>Lead Self</b></p> <p>Three competencies that describe how we are responsible for our individual performance and contribution.</p>
<p><b>Apply Commercial Acumen</b></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 &amp; Responsibility, Collaboration</i></p>	<p><b>Collaborate Effectively</b></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 &amp; Responsibility</i></p>	<p><b>Be Responsible and Accountable for Achieving Excellence</b></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 &amp; Responsibility, Collaboration</i></p>
<p><b>Adapt to and Lead Change</b></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 &amp; Responsibility, Collaboration</i></p>	<p><b>Communicate with Impact</b></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><b>Know ACU Work Processes and Systems</b></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 &amp; Responsibility</i></p>
<p><b>Deliver Stakeholder Centric Service</b></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 &amp; Responsibility</i></p>	<p><b>Coach and Develop</b></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 &amp; Responsibility</i></p>	<p><b>Make Informed Decisions</b></p> <p>Make informed, evidence-based decisions by sourcing and interpreting University and business information.</p> <p><i>Organisational Capabilities: Accountability &amp; Responsibility, Collaboration</i></p>





# Achievement Levels

The ten Core Competencies have four Achievement Levels, which are broadly aligned with position levels, showing the cumulative increase in expectation of competence.

The behavioural description for each Achievement Level is intended to be illustrative rather than prescriptive; hence, the CDF should not be interpreted as a universally applicable checklist. The behaviours listed are examples and are not expected to be equally relevant to every individual at a given Achievement Level, nor are they intended to be an exhaustive list of all of the behaviours that you would expect to see. The CDF recognises that people express their leadership capability in a manner consistent with their unique situation and reflective of their personality and individual contribution.

**Level 1**  
**All Staff**

- Understands and gives expression to ACU's Mission, Vision and Values
- Competence at this level is predominantly about self-management and working effectively with immediate colleagues to achieve your set tasks and goals within the context of Organisational Capabilities and Mission, Vision and Values as directed by your manager.
- Responsible for specific tasks or outcomes that affect your immediate work area and team.
- Works on tasks with short-term to mid-term timeframes.
- Generally receives clear guidelines and instructions that set priorities.

**Level 2**  
**Management**

**Senior:** Associate Director, Associate Dean, State Head/Deputy Head of School  
**Middle:** Portfolio Manager, National and/or State Manager, Course Coordinator  
**Line:** Functional Manager, Lecturer in Charge, Team Leader

- Competence at this level is demonstrated by managing the activity of your immediate direct reports in support of successfully achieving your strategically aligned work unit goals guided by the University's Mission, Vision and Values.
- Manage cross-functional team work to achieve effective outcomes for one's own work unit.
- Implement new work and initiatives for your team as directed.
- Accountable for contextualising change initiatives for your immediate direct reports so they may act with confidence and to achieve required outcomes.
- Hold direct reports accountable for short-term and medium-term tasks.

**Level 3**  
**Executive Leadership**

eg Leads an Organisational Area

- Competence at this level is demonstrated by leading your organisational area to achieve frameworks or plans you have created in support of ACU strategic goals.
- Lead the organisational area through clear delivery of plans created to achieve ACU's strategic imperatives.
- Communicate effectively ACU's Mission, Vision and Values and objectives, and provide direction and clarity to facilitate their achievement.
- Lead priorities in organisational areas and teams to achieve economies of scale and to capitalise on knowledge sharing.
- Lead managers and large work groups, actively remove road blocks, to achieve desired outcomes.

**Level 4**  
**Senior Executive Leadership**

eg Leads Portfolio

- Competence at this level is demonstrated by your influence on the design of ACU's Strategic Plan and goals and your successful contribution to their achievement.
- Create the conditions for strong commitment to, and faithfully carrying out of ACU's Mission, Vision and Values. Personally embody ACU's Mission, Vision and Values.
- Influence change and innovation in the higher education sector nationally and internationally.
- Champion University-wide challenges and complexities with role-modelling professionalism and improvement outcomes.
- Influence over ACU's mid-term and long-term objectives.
- Address multiple issues and decisions with high levels of complexity that affect the University as a whole.

# 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
<b>Live ACU's Mission, Vision and Values</b> 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.	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.
<b>Apply Commercial Acumen</b> Understand the business environment in which ACU operates and adopt a University-wide point of view to seize opportunities and improve commercial viability.	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.
<b>Adapt to and Lead Change</b> 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.	Understand that ACU needs to make changes, and maintain effectiveness when experiencing change.
<b>Deliver Stakeholder Centric Service</b> Keep stakeholder interests at the core of ACU business decisions and ACU service excellence as a top priority.	Carry out personal actions and tasks with a stakeholder focus and community outcomes in mind.
<b>Collaborate Effectively</b> 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.
<b>Communicate with Impact</b> 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.
<b>Coach and Develop</b> 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.
<b>Be Responsible and Accountable for Achieving Excellence</b> Take personal accountability for achieving the highest quality outcomes through understanding the ACU context, self-reflection, and aspiring to and striving for excellence.	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.
<b>Know ACU Work Processes and Systems</b> Plan work activity, prioritise time and resources using established ACU processes and technology to achieve optimum efficiency and effectiveness.	Confidently use ACU's processes and systems to efficiently carry out day-to-day work.
<b>Make Informed Decisions</b> Make informed, evidence-based decisions by sourcing and interpreting University and business information.	Identify and utilise key data and information available within ACU to make informed decisions.

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:
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.



# Level 1 Expectations and Behaviours in more detail

The behaviours that meet Level 1 Expectations and demonstrate competence are shown below.

Competencies	Level 1 Expectations and Behaviours
<p><b>Live ACU's Mission, Vision and Values</b> 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><b>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.</b></p> <ul style="list-style-type: none"> <li>• Understand, articulate and give expression to ACU's Mission, Vision and Values to others.</li> <li>• Take pride in being trustworthy.</li> <li>• Represent ACU's highest standards through respectful and ethical expression of the University's Mission and the shaping of a hope-filled future.</li> <li>• Deal with others in an open, honest and respectful manner that fosters trust.</li> </ul>
<p><b>Apply Commercial Acumen</b> 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><b>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.</b></p> <ul style="list-style-type: none"> <li>• Show understanding of how resources (time, materials, staffing, etc) link to commercial outcomes. Work to achieve budget or control costs.</li> <li>• Establish methods for staying in tune with industry trends.</li> <li>• 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.</li> <li>• Be aware of the commercial aspects of ACU including stakeholders, markets, services and products that contribute to the financial viability of ACU.</li> </ul>
<p><b>Adapt to and Lead Change</b> 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><b>Understand that ACU needs to make changes, and maintain effectiveness when experiencing change.</b></p> <ul style="list-style-type: none"> <li>• Think positively and remain open-minded even when faced with obstacles.</li> <li>• Be resilient and flexible in approach to work.</li> <li>• Think creatively when implementing change initiatives in the context of your work.</li> <li>• Listen to the changes proposed, provide feedback and contribute to new solutions.</li> </ul>
<p><b>Deliver Stakeholder Centric Service</b> Keep stakeholder interests at the core of ACU business decisions and ACU service excellence as a top priority.</p>	<p><b>Carry out personal actions and tasks with a stakeholder focus and community outcomes in mind.</b></p> <ul style="list-style-type: none"> <li>• Respond to requests for service in a timely and thorough manner.</li> <li>• Do what is appropriate to ensure stakeholder expectations are met.</li> <li>• Prioritise stakeholder needs.</li> <li>• Follow up to evaluate stakeholder satisfaction.</li> </ul>

## Competencies

<p><b>Collaborate Effectively</b> Work collaboratively internally and externally to ACU to capitalise on all available expertise in pursuit of excellence.</p>	<p><b>Cooperate and collaborate with others to achieve individual and team goals.</b></p> <ul style="list-style-type: none"> <li>• Demonstrate high levels of personal engagement and inclusiveness amongst peers.</li> <li>• Be visible and accessible to colleagues; communicate openly and widely to share information and knowledge.</li> <li>• Be a team player; share information and see the benefits of working as a team.</li> <li>• Keep others informed and up-to-date about what is happening.</li> </ul>
<p><b>Communicate with Impact</b> 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><b>Communicate clearly based on facts and logic; listen and respond appropriately to others.</b></p> <ul style="list-style-type: none"> <li>• Provide accurate and timely information in the right amounts to others to support their work.</li> <li>• Convey facts, concepts and technical information clearly and concisely, using terms that most people can understand.</li> <li>• Pay attention and listen to others, taking time to build rapport.</li> <li>• Demonstrate respect for others and how they are feeling.</li> </ul>
<p><b>Coach and Develop</b> 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><b>Take responsibility for one's own personal growth and skill development and actively seek out opportunities for learning and self-improvement.</b></p> <ul style="list-style-type: none"> <li>• Be personally committed to and actively work to continuously improve yourself.</li> <li>• Understand that different situations and levels may call for different skills and approaches.</li> <li>• Work to deploy strengths and compensate for weaknesses and limitations.</li> <li>• Seek out opportunities for personal growth and development.</li> </ul>
<p><b>Be Responsible and Accountable for Achieving Excellence</b> 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><b>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.</b></p> <ul style="list-style-type: none"> <li>• Maintain the practice of self-reflection and renewal; examining and nourishing self upon the core values of the Mission, Vision and Values of ACU.</li> <li>• 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.</li> <li>• 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.</li> <li>• Persist with assigned roles and tasks until completion, while seeking support when required.</li> </ul>
<p><b>Know ACU Work Processes and Systems</b> Plan work activity, prioritise time and resources using established ACU processes and technology to achieve optimum efficiency and effectiveness.</p>	<p><b>Confidently use ACU's processes and systems to efficiently carry out day-to-day work.</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Use computer, telecommunications and audio-visual equipment or other technologies used by the organisation in relation to your work.</li> <li>• Accept responsibility for own performance to deliver work activities on time and to the required standard in agreement with your nominated supervisor.</li> <li>• Understand the steps in work flow to achieve outcomes that appropriately utilise available systems and procedures.</li> </ul>
<p><b>Make Informed Decisions</b> Make informed, evidence-based decisions by sourcing and interpreting University and business information.</p>	<p><b>Identify and utilise key data and information available within ACU to make informed decisions.</b></p> <ul style="list-style-type: none"> <li>• Demonstrate a sound understanding of ACU business functions, terminology and processes.</li> <li>• Have knowledge and awareness of relevant University information sources to aid research and analysis.</li> <li>• Be bold and express your opinion that is based on fact in order to aid team decisions and discussions.</li> <li>• Employ a methodical and logical approach when analysing information to make informed conclusions and decisions that are based on fact.</li> </ul>

## Level 1 Expectations and Behaviours

# Level 2 Expectations and Behaviours in more detail

The behaviours that meet Level 2 Expectations and demonstrate competence are shown below.

Competencies	Level 2 Expectations and Behaviours
<p><b>Live ACU's Mission, Vision and Values</b> 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><b>Understand the organisational direction, and ACU's Mission, Vision and Values, and translate this effectively into outcomes and work for the team.</b></p> <ul style="list-style-type: none"> <li>Confidently represent and give proper expression to ACU's Mission, Vision and Values.</li> <li>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.</li> <li>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.</li> <li>Convey compassion and honesty in difficult situations, displaying balance and judgment.</li> </ul>
<p><b>Apply Commercial Acumen</b> 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><b>Analyse and interpret financial and industry information and use this information to make planning decisions.</b></p> <ul style="list-style-type: none"> <li>Actively develop a wide range of higher education sector contacts to regularly conduct benchmarking activities and identify continuous improvement opportunities for ACU.</li> <li>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.</li> <li>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.</li> <li>Know the bigger picture in which you operate by understanding the history, Mission, identity, Values, organisational structure and campuses of ACU.</li> </ul>
<p><b>Adapt to and Lead Change</b> 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><b>Adapt working practices for self and team in times of change for easy adoption and acceptance.</b></p> <ul style="list-style-type: none"> <li>Proactively consider the impact of change on people and their personal circumstances and ensure this is addressed in your actions and communications.</li> <li>Communicate with clarity in order to reduce ambiguity and to create clear direction in times of change.</li> <li>Cascade the impact of change initiatives into working practices and processes for the staff in a work unit/directorate/faculty or location.</li> <li>Use a range of techniques including group brainstorming to generate creative solutions to the change challenges.</li> </ul>
<p><b>Deliver Stakeholder Centric Service</b> Keep stakeholder interests at the core of ACU business decisions and ACU service excellence as a top priority.</p>	<p><b>Plan and direct team activities on a daily basis with stakeholder impact in mind, community focus at the core and achievement of strategic as the outcome.</b></p> <ul style="list-style-type: none"> <li>Take measured and judicious risks to serve the interests of stakeholders.</li> <li>Bring appropriate people together as a team to address service initiatives and challenges in an efficient and effective manner.</li> <li>Demonstrate service excellence in day-to-day work.</li> <li>Promote service excellence behaviour and reward staff who exhibit this behaviour.</li> </ul>

## Competencies

<p><b>Collaborate Effectively</b> Work collaboratively internally and externally to ACU to capitalise on all available expertise in pursuit of excellence.</p>
<p><b>Communicate with Impact</b> 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><b>Coach and Develop</b> 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><b>Be Responsible and Accountable for Achieving Excellence</b> 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><b>Know ACU Work Processes and Systems</b> Plan work activity, prioritise time and resources using established ACU processes and technology to achieve optimum efficiency and effectiveness.</p>
<p><b>Make Informed Decisions</b> Make informed, evidence-based decisions by sourcing and interpreting University and business information.</p>

## Level 2 Expectations and Behaviours

<p><b>Work with others to build the conditions for team effectiveness.</b></p> <ul style="list-style-type: none"> <li>Create strong morale and spirit amongst own team by working to remove barriers to collaboration.</li> <li>Define success in terms of the whole team and support stages of team growth and maturity.</li> <li>Recognise and reward the contribution of others.</li> <li>Ask others for their views and opinions when making decisions and plans.</li> </ul>
<p><b>Tailor communication approach to the audience or situation; win support from others to create a positive impact and successful outcomes.</b></p> <ul style="list-style-type: none"> <li>Seek to understand the perspectives of others.</li> <li>Listen to and be sensitive towards others' motives, concerns, interests and views; adapt communication style, language and context accordingly.</li> <li>Have awareness of and relate to people from diverse backgrounds.</li> <li>Provide the information that people need to do their jobs and feel good about being a member of the team/organisational area.</li> </ul>
<p><b>Actively coach direct reports and others within the organisation and conduct regular career development discussions.</b></p> <ul style="list-style-type: none"> <li>Have regular development conversations and set clear performance and development goals.</li> <li>Assist in unblocking barriers to development.</li> <li>Celebrate success, openly recognise individual and team achievement and give credit where credit is due.</li> <li>Delegate tasks and decisions without deferring responsibility.</li> </ul>
<p><b>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.</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Take action to improve performance without being directed to do so.</li> <li>Always look for new and better ways to do things.</li> </ul>
<p><b>Manage and organise processes and systems to maximise work efficiencies and work effectiveness.</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Manage own and team workload by planning and prioritising work activity and use time management methods to meet deadlines and achieve agreed goals.</li> <li>Contribute to the planning for projects and, as required, communicate the project strategy and its expected benefit to others.</li> <li>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.</li> </ul>
<p><b>Make timely and evidence-based decisions and challenge the decisions of staff to ensure they undertake the same.</b></p> <ul style="list-style-type: none"> <li>Look beyond the obvious and recognise patterns and trends to draw out key information from complex data.</li> <li>Seek team input into decision-making where appropriate and coach for improved evidence-based decision-making in direct reports.</li> <li>Approach decisions from a high-level, systems perspective to identify broader contextual issues, constraints and objectives that may affect business outcomes.</li> <li>Interpret data to make causal links and consider consequences of actions before making evidence-based decisions.</li> </ul>



# Level 3 Expectations and Behaviours in more detail

The behaviours that meet Level 3 Expectations and demonstrate competence are shown below.

Competencies	Level 3 Expectations and Behaviours
<b>Live ACU's Mission, Vision and Values</b> 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.	<b>Show courage, compassion, empathy and graciousness in all stakeholder dealings and communications, both internally and externally.</b> <ul style="list-style-type: none"> <li>Challenge others to meet ACU's standards of behaviour and call out inappropriate activity.</li> <li>Be honest with others even when there is personal cost or risk.</li> <li>Constantly model behaviour aligned to ACU's Mission, Vision and Values.</li> <li>Continually help others understand and relate to ACU's Mission, Vision and Values.</li> </ul>
<b>Apply Commercial Acumen</b> Understand the business environment in which ACU operates and adopt a University-wide point of view to seize opportunities and improve commercial viability.	<b>Formulate mid-term and long-term strategies that improve commercial sustainability of every organisational area. Make effective business decisions that are evidence-based and informed by industry and financial reality.</b> <ul style="list-style-type: none"> <li>Use knowledge of higher education markets to suggest new services and/or products that generate new revenue or commercial opportunities for ACU.</li> <li>Identify ways to use resources flexibly and innovatively to maximise benefit to ACU.</li> <li>Be able to perceive where ACU needs to go (strategic direction) and then work backwards to connect how what you do (job purpose) supports the bigger picture (strategy).</li> <li>Consistently demonstrate strategic, integrated systems thinking and acting by perceiving and building linkages across work areas at the national level.</li> </ul>
<b>Adapt to and Lead Change</b> 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.	<b>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.</b> <ul style="list-style-type: none"> <li>Encourage others to be flexible and understand the impact and benefits of change.</li> <li>Be enthusiastic and energetic about potential changes. Clearly present the business case for change.</li> <li>Anticipate and take actions to address the emotional impact of change.</li> <li>Challenge the status quo; do not be constrained by routine and the way things have always been done.</li> </ul>
<b>Deliver Stakeholder Centric Service</b> Keep stakeholder interests at the core of ACU business decisions and ACU service excellence as a top priority.	<b>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.</b> <ul style="list-style-type: none"> <li>Actively seek out firsthand service feedback, even in difficult situations, and use it to make improvements in products and services.</li> <li>Establish and maintain relationships with stakeholders and foster trust and respect.</li> <li>Create programs to help the organisation serve stakeholders more effectively.</li> <li>Make service excellence part of the culture for those with whom we work.</li> </ul>
<b>Collaborate Effectively</b> Work collaboratively internally and externally to ACU to capitalise on all available expertise in pursuit of excellence.	<b>Creatively build linkages to coordinate effort and action in pursuit of efficiencies and economies of scale between organisational areas within ACU.</b> <ul style="list-style-type: none"> <li>Balance leadership of own faculty/division with the wider University agenda to achieve successful outcomes.</li> <li>Forge connections and maintain effective relationships across the University.</li> <li>Support and foster University-wide initiatives.</li> <li>Sponsor and enable collaboration and cross-functional teams to achieve organisational area priorities.</li> </ul>

## Competencies

<b>Communicate with Impact</b> 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.	<b>Influence others, including high-level stakeholders, using appropriate communication strategies to further organisational area needs while achieving win-win outcomes.</b> <ul style="list-style-type: none"> <li>Respond appropriately to feedback in real-time; be able to "think on your feet" when seeking to influence others.</li> <li>Utilise various means and methods of communication to ensure messages effectively reach intended parties across the University.</li> <li>Take into account people's different styles and personalities, and their unspoken thoughts and feelings.</li> <li>Be aware of and responsive to the emotional states and responses of others.</li> </ul>
<b>Coach and Develop</b> Coach and develop self and others through setting clear expectations, managing performance and developing required capabilities to establish a culture of learning and improvement.	<b>Create an environment within the organisational area that promotes development and learning.</b> <ul style="list-style-type: none"> <li>Model your own commitment to development by sharing your development objectives with peers and teams.</li> <li>Actively orchestrate learning opportunities for staff by establishing processes that promote learning from each other, both within and across departments.</li> <li>Undertake functional succession planning. Look for candidates to promote internally.</li> <li>Empower the team by giving real ownership for delegated activities.</li> </ul>
<b>Be Responsible and Accountable for Achieving Excellence</b> Take personal accountability for achieving the highest quality outcomes through understanding the ACU context, self-reflection, and aspiring to and striving for excellence.	<b>Set and work towards stretch goals. Understand and apply the language and terminology of legal risk and authority to skilfully manage issues through to resolution on behalf of ACU.</b> <ul style="list-style-type: none"> <li>Be bold in expressing your opinions and be able to stand alone to champion an idea or business case.</li> <li>Understand and apply the language and terminology of governance to confidently and appropriately identify, label and manage issues and consequences at the local level to see an issue through to resolution.</li> <li>Set stretch goals/targets (challenging but achievable) with relevant metrics for self and others; work hard to meet them.</li> <li>Defy inertia and conventional wisdom to make change happen.</li> </ul>
<b>Know ACU Work Processes and Systems</b> Plan work activity, prioritise time and resources using established ACU processes and technology to achieve optimum efficiency and effectiveness.	<b>Apply whole-of-systems thinking to identify the ways in which ACU's processes and technology can be leveraged across your organisational area.</b> <ul style="list-style-type: none"> <li>Manage workload for others by planning team/unit operational activity, setting priorities, providing timely support and considering the impact of work across other areas.</li> <li>Implement and manage project objectives and deliverables, control and monitor project resources and activities, and report on outcomes in accordance with the ACU Project Management Model.</li> <li>Lead your organisational area to achieve efficient and effective outcomes using the systems, tools and governance structure of the University.</li> <li>Proactively seek advice from appropriate technical experts to leverage information, communication and other technologies to improve business outcomes.</li> </ul>
<b>Make Informed Decisions</b> Make informed, evidence-based decisions by sourcing and interpreting University and business information.	<b>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.</b> <ul style="list-style-type: none"> <li>Understand the formal and informal decision makers and processes, and how decisions are made and influenced, at ACU.</li> <li>Interpret complex business information to provide expert advice that has been rigorously considered and supported by a clear rationale.</li> <li>Challenge others to make tough choices and support them in achieving support and buy-in from others.</li> <li>Anticipate and think ahead by considering the multiple causal links and next steps in a complex situation before making a decision on the way forward.</li> </ul>

## Level 3 Expectations and Behaviours



# Level 4 Expectations and Behaviours in more detail

The behaviours that meet Level 4 Expectations and demonstrate competence are shown below.

Competencies	Level 4 Expectations and Behaviours
<p><b>Live ACU's Mission, Vision and Values</b> 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><b>Role-model commitment to ACU's Vision, keep ACU's Mission, Vision and Values centre of mind when making strategic decisions and engaging others.</b></p> <ul style="list-style-type: none"> <li>• Launch and support teaching and research efforts that contribute to the Mission of ACU's organisational identity.</li> <li>• Openly and comfortably speak on ACU's identity, Mission, Vision and Values internally and externally, and be able to articulate stakeholders' roles and responsibilities in fostering these within ACU.</li> <li>• Take a holistic approach to leading others that respects hearts, minds, hands and spirit.</li> <li>• Consider strategic choices in a University-wide minded way and place the University, its priorities and stakeholders before personal goals.</li> </ul>
<p><b>Apply Commercial Acumen</b> 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><b>Address factors and risks that affect long-term sustainability and create new and diversified commercial opportunities for ACU by considering the commercial context.</b></p> <ul style="list-style-type: none"> <li>• Generate new commercial initiatives based on a business case and evidence, while applying risk and return criteria.</li> <li>• Anticipate national and international trends (social, political, technological, environmental and regulatory) that will potentially impact on ACU and, when required, modify or create new strategic directions in response to market trends.</li> <li>• Understand ACU's current and potential future strategic opportunities and consider cross-functional and multiple perspectives when assessing options and solutions for the long-term financial viability of ACU.</li> <li>• Create opportunities to innovate by identifying and acting on improvements that benefit the University through cross-unit collaboration or external partnerships.</li> </ul>
<p><b>Adapt to and Lead Change</b> 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><b>Champion change initiatives and new ideas. Encourage others to take appropriate risks and support them when they do.</b></p> <ul style="list-style-type: none"> <li>• Inspire others to embrace change with enthusiasm, energy and purpose. Recognise and reinforce the behaviours of those who embrace the change.</li> <li>• Champion and facilitate the development of highly innovative ideas.</li> <li>• Create a sense of urgency for change when appropriate.</li> <li>• Establish structures and work environments that are flexible and adaptable to move with changing business and environmental demands.</li> </ul>
<p><b>Deliver Stakeholder Centric Service</b> Keep stakeholder interests at the core of ACU business decisions and ACU service excellence as a top priority.</p>	<p><b>Champion and create a culture of stakeholder focus and engagement that influences the strategic planning and direction of ACU.</b></p> <ul style="list-style-type: none"> <li>• Seek community, industry and best practice inputs to build innovations that will evolve ACU to meet future service demands.</li> <li>• Motivate multiple levels of resources to strive for excellence in service delivery and focus.</li> <li>• Establish strategic goals and objectives for others to follow that engender service excellence.</li> <li>• Engage actively with the community and be known as a role model for service excellence external to ACU.</li> </ul>
<p><b>Collaborate Effectively</b> Work collaboratively internally and externally to ACU to capitalise on all available expertise in pursuit of excellence.</p>	<p><b>Break down 'silo' thinking across ACU by nationally and internationally leading and shaping whole-of-organisation thinking and working.</b></p> <ul style="list-style-type: none"> <li>• Work collaboratively, and constructively engage in informed discussion and debate with internal and external experts in the pursuit of excellence.</li> <li>• Model team behaviour at the Senior and Executive level; engage with colleagues as equals and look for win-win solutions.</li> <li>• Build an environment of collaboration across the University by promoting shared goals and clearly and consistently communicating the key priorities and how they link to ACU's goals.</li> <li>• Share resources and expertise to achieve overall ACU objectives and encourage others to do the same.</li> </ul>

## Competencies

<p><b>Communicate with Impact</b> 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><b>Use complex influencing strategies to win concessions without damaging relationships and achieve outstanding results in support of ACU's goals.</b></p> <ul style="list-style-type: none"> <li>• Negotiate skilfully in tough situations with both internal and external groups without damaging long-term relationships and in achievement of win-win outcomes.</li> <li>• Communicate transparently and with positive impact the information, change initiatives and critical content in a manner consistent with ACU's messaging.</li> <li>• Understand others who are different from oneself, recognising excellence when it looks different from what one expected.</li> <li>• Use an in-depth understanding of the interactions within a group to move towards a specific outcome.</li> </ul>
<p><b>Coach and Develop</b> 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><b>Champion a learning culture of continuous self-development that is safe and encouraging for all.</b></p> <ul style="list-style-type: none"> <li>• Communicate and promote the Capability Development Framework across the organisation to encourage adoption and usage by all.</li> <li>• Promote active experimentation. Encourage people to try new things and to learn from mistakes.</li> <li>• Spend time coaching others external to the organisation and role-model this behaviour within ACU.</li> <li>• Learn from the best and adapt personal views and styles when more informed options arise.</li> </ul>
<p><b>Be Responsible and Accountable for Achieving Excellence</b> 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><b>Encourage excellence and mitigate risks by creating a culture of accountability and ownership throughout ACU.</b></p> <ul style="list-style-type: none"> <li>• Use inspiration as a key driver to unlocking the potential in staff and motivate them to achieve personal excellence.</li> <li>• Evolve the culture from siloed to University-wide thinking by championing and communicating a shared sense of direction and purpose, clarifying organisational goals and priorities and inspiring others to achieve them in the best interests of ACU.</li> <li>• Encourage a culture that recognises and rewards people who base their thinking and actions in support of the broader needs of ACU.</li> <li>• Commit resources and/or time in the face of uncertainty to achieve significant quantified benefit for the University.</li> </ul>
<p><b>Know ACU Work Processes and Systems</b> Plan work activity, prioritise time and resources using established ACU processes and technology to achieve optimum efficiency and effectiveness.</p>	<p><b>Leverage cutting-edge industry technologies and systems to improve the efficiency and effectiveness of ACU.</b></p> <ul style="list-style-type: none"> <li>• Research, critically assess the business case for, and advise on the application of new/emerging technologies for better business results and to future-proof the organisation.</li> <li>• Accept responsibility for delivering ACU priorities and goals by continuously reviewing and improving ACU operational systems and processes.</li> <li>• Implement University-wide operating methodologies (ie policy management, project management, risk management and change management) to foster a coordinated and standardised approach to work activity across ACU.</li> <li>• Ensure that University-wide projects are integrated and consistent with other related projects and effectively manage project risks by putting appropriate strategies in place to respond to variance.</li> </ul>
<p><b>Make Informed Decisions</b> Make informed, evidence-based decisions by sourcing and interpreting University and business information.</p>	<p><b>Engage in high-level analysis and draw on industry research from a broad range of complex information to formulate University-wide decisions and approaches.</b></p> <ul style="list-style-type: none"> <li>• Navigate complex and ambiguous environments in the absence of complete information and apply lateral thinking to develop innovative solutions that have a University-wide impact.</li> <li>• Be politically sensitive, consider stakeholder views and use judgment when deciding how to proceed and, when required, demonstrate leadership by making tough or unpopular decisions.</li> <li>• Understand different and competing views and synthesise stakeholder views to inform a balanced and considered approach.</li> <li>• Evaluate where things could go wrong, think through all the contingencies and then take a calculated risk to achieve long-term improvement.</li> </ul>

## Level 4 Expectations and Behaviours





## Guidance for Staff

The CDF enables you to understand the University's expectations, particularly in relation to the competencies that are needed to achieve our strategy and support our Mission.

For many staff, the first formal activity in which you will be an active and engaged participant involving the CDF will be development planning as part of Performance Review and Planning. You may, however, recognise the CDF having been a part of your Recruitment and Selection process and Probation criteria.

The CDF can assist you to consider your development needs in your current role and to look ahead to understand the expectations of a potential future role at a higher Achievement Level. Whenever you are considering your development needs, the two key things to think about are what competencies are important for your current role or future role, and your assessment of your current capability in those areas.

Your supervisor will be able to give you feedback and perspective and, importantly, add the context of the competencies that are needed most from the team as a whole. Your supervisor will also be able to help you think through how you could work towards demonstrating competence at the next Achievement Level to support you in preparing for a future role.

To get started in self-assessing your capability and determining what is important for your development, you may like to take the following approach:

1. Review the ten Core Competencies, and the Expectations and Behaviours that relate to your Achievement Level.
2. Consider the skills, knowledge and behaviours that are the most important or 'required' for you to do your job well.
3. Think about the 'actual' skills, knowledge and behaviours that you have now and how well these are developed.
4. Compare the 'actual' with the 'required' to identify the gaps. These are your priority areas for development that you can discuss and validate with your supervisor, and agree next steps.
5. If you are considering career progression in the near to mid-term, you might also consider reviewing the Expectations and Behaviours for the next Achievement Level in the context of your next career step, and sharing your thinking with your supervisor.
6. Finally, the CDF is one of several frameworks that express the University's expectations of staff conduct, capability, performance and contribution. In reflecting on and discussing development, you should consider the broader context, not only the CDF.



## Guidance for Supervisors

The CDF enables you to understand the University's expectations of the people in your team, particularly in relation to the competencies that are needed to achieve our strategy and support our Mission.

As a supervisor, your role is critical in building capability and shaping a culture of excellence. You are in a unique position in that staff look to you for guidance and pay close attention to your feedback. Your responsibility is significant, and so is your potential to create positive change.

For many staff, the first formal activity in which they are active and engaged participants will be development planning as part Performance Review and Planning; although it may have been part of the Recruitment and Selection process and used to inform Probation criteria.

The CDF assists staff to consider their development needs in their current role and to look ahead to understand the expectations of a potential future role at a higher Achievement Level. Staff value your feedback and perspective in considering their development needs, and you are in a position to add important context of what is needed from the broader team and to guide staff development accordingly. Staff may also turn to you for guidance in thinking through how they could work towards demonstrating competence at a higher Achievement Level in preparing for a future role.

There are many opportunities for you to engage your team in discussion about capability:

- ☑ 1:1 conversations about performance and development
- ☑ Regular team meetings
- ☑ Retreats and planning days (and in conversations about planning for retreats and planning days)
- ☑ Conversations about filling a vacant role
- ☑ 1:1 conversations about career progression and/or promotion
- ☑ 1:1 conversations about taking on a special assignment or significant project

In considering the capability of your team as a whole and as individuals, and working with them on development in a prioritised way, the following approach may be helpful:

1. Review the ten Core Competencies, and familiarise yourself with the Expectations and Behaviours for the Achievement Levels applicable to your team members.
2. Consider the skills, knowledge and behaviours that are the most important or 'required' for: (a) the whole team to do their jobs well; and (b) where there might be variations for individual roles.
3. Think about the actual skills, knowledge and behaviours that are team and individual strengths now.
4. Compare the 'actual' with the 'required' to identify the gaps. These are the priority areas for development. You may have a few priority areas that apply to the whole team, and some that are unique to individuals.
5. Talk with your team on a whole-of-team and 1:1 basis about your findings, involve them in a conversation about your expectations as their supervisor, agree the next steps, and then set them in train.
6. For staff who may be interested in career progression and/or promotion, it is useful to explore the Expectations and Behaviours for the next Achievement Level in determining an individual development plan.
7. Finally, the CDF is one of several frameworks that express the University's expectations of staff conduct, capability, performance and contribution. Reflecting on and discussing development should be conducted by reference to the broader context, and not only the CDF.

The University recognises the significance of the role of the supervisor in shaping the culture of excellence that is needed to achieve success. You are encouraged to speak with your HR Relationship Manager for guidance and to provide feedback and suggestions to help the University help you excel in your role as a supervisor.



# Notes

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