



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.