<table>
<thead>
<tr>
<th>Competency</th>
<th>Indicative Behaviours</th>
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| 1. Respect for self and others     | • Acts in a way that shows respect for other people’s differences and shows an appreciation of what diversity brings to the University  
• Trusts and is trusted by others  
• Is inclusive and welcoming of all other people  
• Endeavours to understand other people’s perspectives  
• Demonstrates concern and awareness for the wellbeing of others                                                                                           |
| 2. University Citizenship          | • Takes responsibility to ensure University objectives are met  
• Safeguards the physical and intellectual property of the University  
• Utilises University resources efficiently to achieve results  
• Acts in a way that is consistent with University Policies and Procedures  
• Lives by and promotes University values  
• Actively seeks opportunities to work across organisational boundaries and promote a culture of “One University” |
| 3. Evidence based decision making  | • Uses analysis to identify and solve problems  
• Effectively prioritises in order to achieve results  
• Identifies solutions that bring tangible benefits to the University  
• Works with others to solve problems and make decisions  
• Keeps organisational priorities in focus when developing solutions and making decisions  
• Is transparent and decisive when taking action  
• Implements evidence based decision making                                                                                                                                 |
| 4. Planning and Organising        | • Develops strategic goals and plans that are clear, flexible and implementable  
• Organises the work of self and others in a way that maximises the achievement of results  
• Communicates plans effectively to all those involved in their implementation  
• Understands how to draw upon the talents of other staff to achieve results  
• Utilises metrics to measure success  
• Identifies opportunities and problems before they occur and plans accordingly                                                                                                                |
| 5. Communication                  | • Uses effective written and oral communication skills  
• Communications are appropriate to the context, clear and provide valuable information  
• Provides information to others whenever appropriate  
• Actively seeks the views of others  
• Ensures appropriate steps are taken to protect private and confidential information                                                                                                                |
| 6. Innovation and continuous      | • Values innovation and continuous improvement and is supportive of changes suggested by others  
• Identifies opportunities to improve processes and practices and takes actions to reduce inefficiencies  
• Drives and oversees change initiatives  
• Maintains an open mind to changes that may on the surface appear to be negative                                                                                                                                 |
| 7. Stakeholder management and      | • Identifies and builds professional relationships with key stakeholders  
• Seeks to develop alignment with own team, stakeholders and organisational goals  
• Promotes information sharing and the gathering of Knowledge  
• Looks for common ground and influences win-win outcomes  
• Settles differences with minimum noise  
• Creates a network of influence that contributes to University goals                                                                                                                                 |
| influence                           |                                                                                                                                                                                                                      |
| 8. Teamwork                       | • Actively finds way to build positive and productive working relationships with team mates  
• Finds way to help colleagues with their work  
• Is respectful of others at all times  
• Is proactive in helping others to resolve their conflicts  
• Maintains a balance between achieving Balances individual and team goals                                                                                                                                 |
| 9. Service Orientation            | • Values service to others  
• Consistently delivers high quality service  
• Anticipates the needs of others  
• Adapts service to others based on diverse needs  
• Actively seeks feedback from customers/clients/colleagues  
• Effectively refers customers/clients/colleagues to appropriate University services, information and resources  
• Endeavours to improve service levels                                                                                                                                 |
| 10. Strong Leadership (Supervisors| • Guides and mentors others to perform at their best  
• Holds a strong self-awareness and welcomes feedback  
• Own work makes a significant positive contribution to the University  
• Understands and is supportive of the University’s goals  
• Is able to communicate a positive vision for the future and how a team can contribute to that vision  
• Identifies talented staff and actively helps them develop their potential  
• Rewards people for their contribution and accomplishments  
• Understands the strengths and professional development needs of their people and delegates accordingly                                                                                      |
<p>| and Managers only)                 |                                                                                                                                                                                                                      |</p>
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| 11. Business Acumen              | • Understands the business operations of the University  
• Manages resources in a responsible and cost effective manner  
• Identifies commercial opportunities  
• Identifies opportunities for cost savings  
• Negotiates contracts to ensure optimal value for money  
• Utilises effective risk management practices  
• Stays abreast of and utilises industry best practices  
• Understands and utilises strategies and tactics in the educational competitive market |
| 12. Strategic Agility            | • Ability to think broadly and conceptually  
• Long term focus and vision  
• Mentally agile and able to adapt to new concepts and opportunities  
• Engages with other key stakeholders internally and externally to inform the creation of a strategy  
• Able to anticipate and envisage new and innovative concepts and integrate into the work plan (short term and longer term) |
| 13. Internal Relationship Building | • Identifies and builds professional relationships with key internal clients and stakeholders  
• Understand the internal landscape and anticipates the needs of others  
• Effectively communicates and negotiations’ to reach mutually beneficial outcomes.  
• Quickly Identifies common ground when faced with competing interests from various stakeholders  
• Places high value on regular communication with stakeholders on progress against key outcomes  
• Conducts work in a manner that demonstrates value for short and long term internal client relations |
| 14. Flexible & Agile Leadership  | • Willing to change direction on key issues to achieve a greater business outcome  
• Able to anticipate the potential for change  
• Can position decisions and actions in accordance with changed priorities  
• Brings others along to ensure all stakeholders are aligned  
• Open to a broader view and new possibilities |
| 15. Outcome Focused              | • Always has the end clearly in sight  
• Uses reporting and metrics to ensure work is progressing towards desired outcome  
• Removes any barriers and effectively resources the work to ensure outcomes are achieved  
• Designs robust processes to ensure the work can be done  
• Brings others along to ensure all stakeholders are aligned |
| 16. Risk Management & Compliance Orientation | • Ensures compliance with relevant legislation, agreements and procedures  
• Willingness to stay informed on all key legislative and procedural updates.  
• Keen interest to understand the pertinent facts impacting a process or situation  
• Readily able to engage others to fully understand the potential consequences of an act or situation  
• Easily able to identify course of action to remedy risk |
| 17. Managing for Performance     | • Sets clear goals for self and others and regularly assesses against them  
• Clearly and concisely communicating expectations  
• Informally and formally holding others to account to those expectations  
• Role model the execution of high levels of performance for others to emulate  
• Ensure individual performance goals are appropriately aligned with business goals recognising business goals are dynamic |