

The Competency Index

Competency	Indicative Behaviours
1. Respect for self and others	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Uses analysis to identify and solve problems • Effectively priorities 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 Improvement	<ul style="list-style-type: none"> • 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 influence	<ul style="list-style-type: none"> • 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
8. Teamwork	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 and Managers only)	<ul style="list-style-type: none"> • 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

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11. Business Acumen	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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