Leadership Competency Framework

ACU’s Strategic Plan 2012-14 focuses on our purpose, growth and aspirations for the future, with a great deal depending on the University’s greatest asset, our people. The Leadership Competency Framework is one of the ways in which the University is investing in the future of our people by developing leadership capabilities across the University. The Leadership Competency Framework was developed as an outcome of the 2010 Executive Retreat, and, during 2011/12, Human Resources in consultation with the Hay Group developed the current Framework.

What are competencies?

ACU’s leadership competencies are a set of key behaviours and attributes that support the strategic direction of the University through the enhancement of performance in leadership roles to drive organisational progress. The competencies focus on leadership characteristics linked to business strategy and management development.

There are nine critical competencies and behaviours required of ACU’s leaders under three broad groupings of ‘Preserves our essential character’, ‘Works collaboratively’ and ‘Leads our future success’. The nine competencies are:

> Preserves our essential character
  - Displays integrity
  - Delivers excellence
  - Demonstrates interpersonal understanding

> Works collaboratively
  - Works in teams
  - Leads and develops others
  - Influences effectively

> Leads our future success
  - Displays business acumen
  - Demonstrates confidence
  - Leads change.

What does ACU look for in its leaders?

ACU is looking for these critical competencies and behaviours to be present in its leaders to support the University’s strategic direction. Each leadership position will require a different balance of competencies depending upon its function and, as a result, every individual may operate at a different level.

What the University aims to do through the application of the Leadership Competency Framework is to develop the leadership competencies of individuals to enable leaders to operate at optimum levels.

Who is a leader?

All positions designated as team leaders, managers and nominated supervisors are considered to be leadership positions. In addition, there are a number of positions in the University that do not manage staff but are considered to have critical roles in influencing outcomes or the behaviour of others that are leadership positions.

Using the Leadership Competency Framework

The Leadership Competency Framework is not intended to be used in isolation but as an integrated part of the general people management practices that a manager engages in on a daily basis. For example, when recruiting for a new position, you should consider whether the position is a leadership position. If it is a leadership position, you should ensure that the leadership competencies are embedded in the key selection criteria for the position description.

Integrating the Framework with other people management practices

Leadership competencies provide a common language and a consistent framework across all aspects of people management, including:

> recruitment and selection – hiring based on experience and competencies

> managing for performance – assessment, evaluation and feedback of performance using competencies

> professional development – development of competencies to meet role requirements and performance as a leader

> career planning – development of competencies for future roles and matching of the person to current and future roles based on competency strengths.
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Fact sheet

Support materials for managers and staff

The Leadership Competency Framework is the key strategic document that guides the implementation across the University. A number of guides have been developed that will assist managers of leaders and identified leaders in applying the Leadership Competency Framework.

The guides are:

> Leadership Competency Framework: Guide for Managers
  – contains detailed information for managers on how to apply the Framework across their people management practices, including in recruitment and selection, managing for performance, professional development and career planning

> Leadership Competency Framework: Development Guide
  – provides step-by-step assistance for managers on how to undertake the conversations with identified leaders in their team around career planning and professional development

More information

> Refer to the Leadership section on the Human Resources website

Contact

If you have any queries, please contact the HR Advisory Service on hr@acu.edu.au or ext 4222 or your local HR Consultant.