Charles Sturt University

Capability Framework

Supporting our future aspirations
and current challenges

Contents

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Introduction

The Charles Sturt University Capability Framework is a valuable tool to help foster a common language around desired skills and behaviours for leaders, teams and individuals.

It gives us a common language for what is required to successfully work at the University. By successfully work, we mean make you a valuable contributor to the delivery of the priority initiatives set down in our Strategy.

The Framework also informs core people–management practices such as recruitment and selection, managing for performance, leadership development, succession planning, individual development, and career planning.

The inclusion of behavioural indicators against each capability helps you understand the desired ways of working here. The indicators also provide guidance for development, because they focus us specifically on what is most important in your current role.

You can also see how the required ways of working change, as complexity in roles and responsibility increases. This makes the Capability Framework an important resource when thinking about your future career development.

Within the Framework, there are three core pillars which group the 22 different capabilities. The particular capabilities you focus on within each of these pillars will depend on your role and your responsibilities at any point in time as well as the strategic priorities relevant to your team.

It is recommended you identify a minimum of three capabilities from across the three pillars to focus on for a given time period, ideally for at least 12 months. You may also need to consider capabilities from the Enablers pillar and/or Manages Effectively pillar, depending on your role and whether you have responsibility for managing others.

We acknowledge that the emphasis on different capabilities will vary across teams depending on the nature of roles, context, and areas of specialisation. More specific technical capabilities may be required for unique disciplines and professional areas.

The best approach is to read the Framework, thinking about your role and responsibilities then use it to guide a conversation with your manager and/or team about which capabilities should be your focus and why.

The Framework is designed to be flexible rather than prescriptive and we recommend it to you as a valuable resource that will support your success at Charles Sturt University.

Holistic focus

We **Connect**

We build relationships by working collaboratively with colleagues and including diverse perspectives.

We communicate with influence by being curious and influencing and negotiating outcomes. We create connections by creating a positive culture and applying systems thinking. We connect in a global world by being culturally intelligent and thinking globally and acting regionally.

We live the value of being Inclusive.

Connects

We are equipped with the required expertise and Enablers to do our role and capabilities to Manage Effectively.

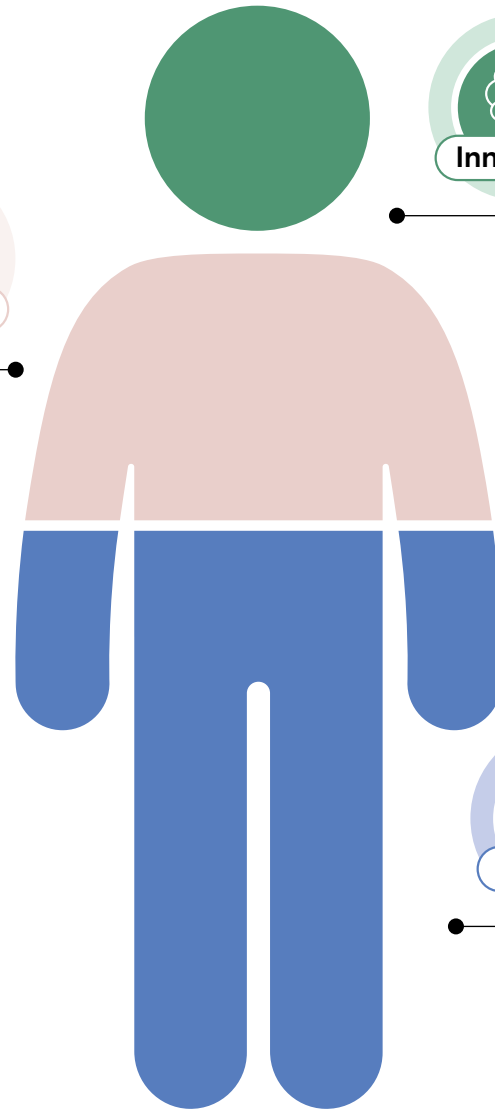**Innovates**

We **Innovate**

We think strategically by analysing opportunities to solve for short and long-term problems. We navigate complexity by adapting to situations and balancing wellbeing with productivity. We create innovative solutions fostering creativity and reflecting to improve. We optimise digital and data, by learning and adopting new technologies and leveraging data for insight.

We live the values of being Insightful and Inspiring.

We **Achieve**

We build credibility by acting proactively and decisively and managing change. We get our work done by taking ownership and efficiently using resources. We are outcome focused delivering results and celebrating achievements. We create positive impact by partnering with others and putting people at the centre of design decisions.
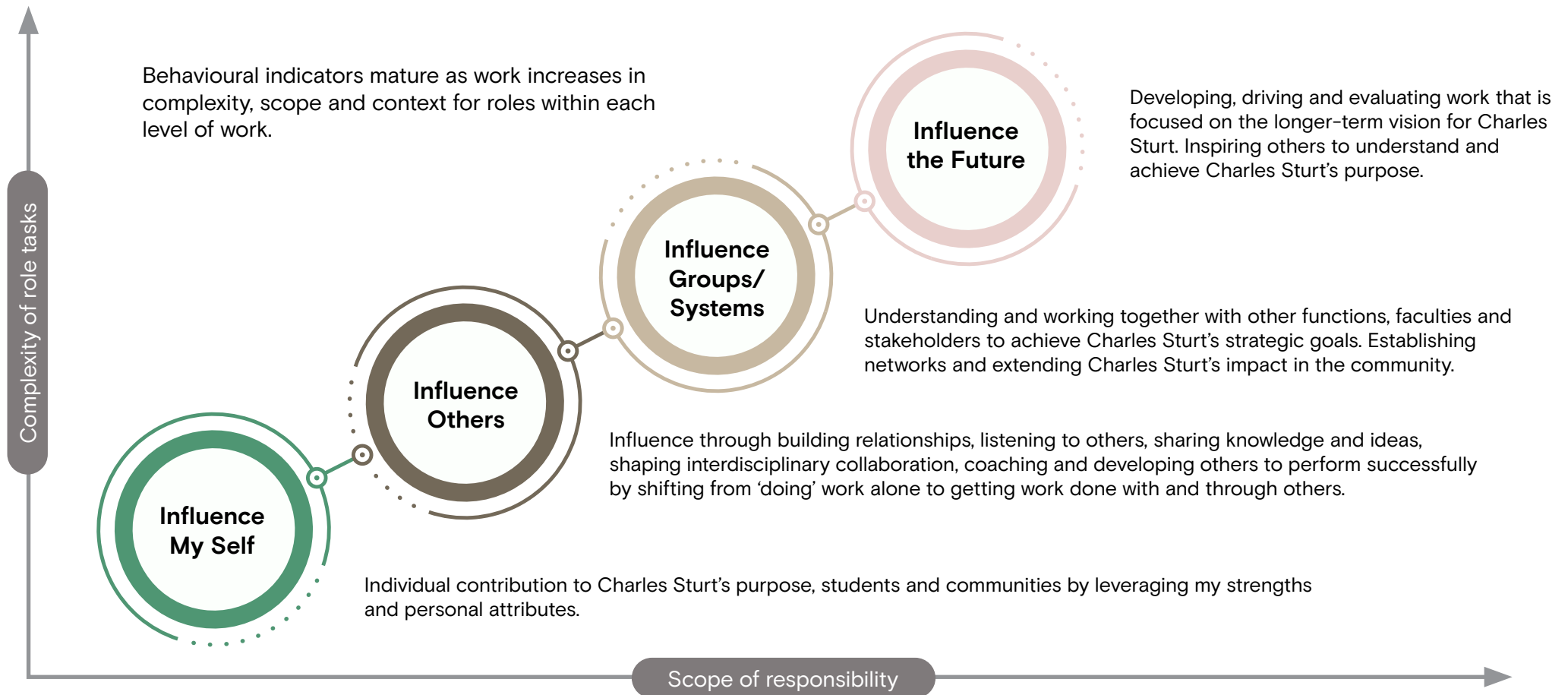
We live the value of being Impactful.

Achieves

Capability Framework: supporting our future aspirations and current challenges

Capability Framework model

Capability Framework: supporting our future aspirations and current challenges

Levels of Influence

What are Levels of Capability?

Every role in Charles Sturt contributes to success. To have the right people in the right role there needs to be a match of individual capability to work complexity. Excellent performance at one level is not necessarily a predictor of capability at a higher level and vice versa. It is important that the right work is completed at the right level. This helps to define accountabilities and ensure that people are clear about the expectations of their role in relation to others.

Behavioural indicators mature as work increases in complexity, scope and context for roles within each level of work.

Developing, driving and evaluating work that is focused on the longer-term vision for Charles Sturt. Inspiring others to understand and achieve Charles Sturt's purpose.

Influence the Future

Influence Groups/ Systems

Understanding and working together with other functions, faculties and stakeholders to achieve Charles Sturt's strategic goals. Establishing networks and extending Charles Sturt's impact in the community.

Influence Others

Influence through building relationships, listening to others, sharing knowledge and ideas, shaping interdisciplinary collaboration, coaching and developing others to perform successfully by shifting from 'doing' work alone to getting work done with and through others.

Influence My Self

Individual contribution to Charles Sturt's purpose, students and communities by leveraging my strengths and personal attributes.

Complexity of role tasks

Scope of responsibility

Capability Framework: supporting our future aspirations and current challenges

How to read the Framework

Innovates

▶ **Capability pillar name**

The cluster of capabilities that align to Charles Sturt values and a particular way of being in our work.

Acts Strategically

▶ **Capability group and description**

The name of the set of related capabilities and an explanation of its focus.

Analyses Opportunities

▶ **Sub-capability name**

The name of the Sub-Capability, a break down of the Capability to enable more specific description.

Influence Myself

▶ **Level Descriptor**

Shows the capability level, with a progressive increase in complexity of tasks, responsibility and influence.

Identifies and assesses potential opportunities within own work. Applies critical thinking to identify opportunities for improvement.

▶ **Behavioural Indicators**

Describes types of behaviours expected at each level.

Innovates

Click each capability group to learn more about the different capabilities
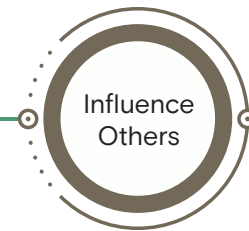
Acts Strategically

Analyses opportunities to determine effective solutions and solve problems in order to achieve short and long-term objectives.
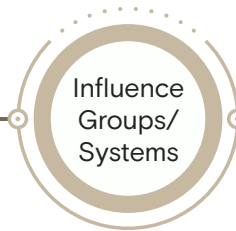
Analyses Opportunities

Switch between these buttons to view next sub-capability

Influence Myself	Influence Others	Influence Groups/ Systems	Influence the Future
Identifies and assesses potential opportunities within own work. Applies critical thinking to identify opportunities for improvement.	Influences others to assess information from multiple sources. Uses appropriate tools to conduct a thorough analysis of options, draws out accurate insights on the benefits of pursuing specific opportunities.	Assess opportunities in a broader context. Considers the goals, needs, and dynamics of different groups and functions across Charles Sturt. Draws accurate conclusions from the information available.	Focuses beyond the present moment on future options that help Charles Sturt become future fit. Critically analyses information to identify longer term opportunities and make recommendations that improve Charles Sturt's standing.

Capability Framework: supporting our future aspirations and current challenges

Innovates

Click each capability group to learn more about the different capabilities
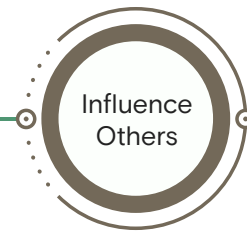
Acts Strategically

Analyses opportunities to determine effective solutions and solve problems in order to achieve short and long-term objectives.

Solves Problems Switch between these buttons to view next sub-capability

Influence Myself	Influence Others	Influence Groups/Systems	Influence the Future
Proactive and resourceful in addressing issues that arise in own work. Demonstrates critical thinking and analytical skills to identify the root cause of problems.	Guides others in problem solving efforts. Supports colleagues in resolving complex issues. Fosters a team environment that values collective problem solving.	Coordinates problem-solving efforts across multiple groups and functions considering interdependencies, collective strengths and impacts.	Addresses dynamic problems and challenges that have no easy and/or short term fix. Invests in research and development to advance problem solving that supports progression of Charles Sturt's long-term goals.

Capability Framework: supporting our future aspirations and current challenges

Innovates

Click each capability group to learn more about the different capabilities

Navigates Complexity

Adjusts and responds effectively to new or unexpected situations, challenges, or opportunities whilst developing strategies to manage wellbeing in a challenging environment.

Adapts to situations

Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Adjusts to situations, being flexible and adaptable in doing own work. Finds alternative solutions in unpredictable or challenging circumstances in response to change.
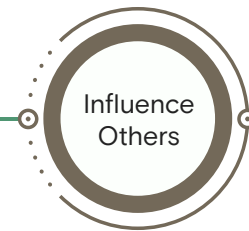
Helps others navigate disruption, encouraging team members to share their insights and ideas for adjusting to situations. Acts decisively when faced with unexpected situations.
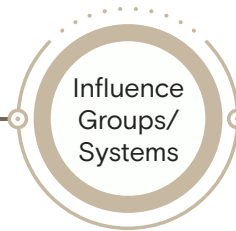
Anticipates and prepares for potential changes and difficulties. Facilitates the implementation of new processes and systems and monitors the outcomes for adjustments made.
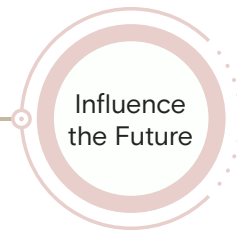
Considers the impact of a volatile, uncertain, complex and ambiguous world. Leads an adaptive response leveraging industry leaders and stakeholders to ensure Charles Sturt remains competitive and resilient.

Innovates

Click each capability group to learn more about the different capabilities

Navigates Complexity

Adjusts and responds effectively to new or unexpected situations, challenges, or opportunities whilst developing strategies to manage wellbeing in a challenging environment.
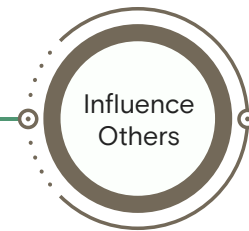
Balances Wellbeing and Productivity   Switch between these buttons to view next sub-capability

Influence Myself

Adopts self-care practices to maintain a healthy work-life balance. Sets boundaries to manage workload and avoid burnout. Maintains composure under pressure and is driven to achieve goals despite obstacles.

Influence Others

Encourages flexible work arrangements and provides resources and tools that support wellbeing. Offers guidance and support to help others manage their work effectively and remain focused under pressure.

Influence Groups/Systems

Coordinates efforts to promote a culture of wellbeing, ensures workload distribution is fair and manageable. Considers capacities of employees, provides resources on stress management and work-life integration.
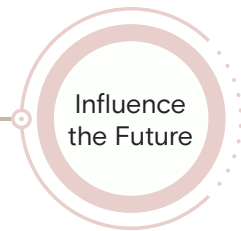
Influence the Future

Promotes research and innovation in areas such as work design, employee wellness. Shapes the future of work practices promoting wellbeing as a driver of productivity, engagement and organisational success.

Capability Framework: supporting our future aspirations and current challenges

Innovates

Click each capability group to learn more about the different capabilities
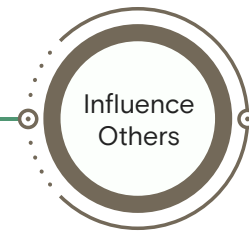
Creates Innovative Solutions

Uses methodologies that open up creative thinking and transform ideas into actionable plans and strategies. Reflects on outcomes and drives ongoing improvement.

Fosters Creativity

Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

**Influence Groups/ Systems**

Influence the Future

Engages in creative thinking and problem solving in generating solutions to work. Embraces a mindset that values curiosity, exploration and open-mindedness.

Encourages others to think creatively. Creates conditions for people to express creative ideas and challenge assumptions. Serves as a role model and mentor to guide others to explore innovative solutions.
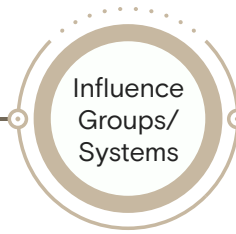
Establishes structures that encourage and supports creativity; such as brainstorming sessions, design thinking workshops or innovation labs that promote interdisciplinary collaboration. Brings together diverse perspectives to stimulate creative thinking.
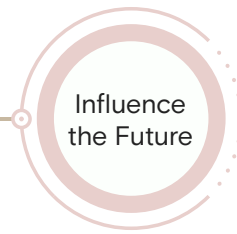
Holds a clear vision for fostering creativity. Recognises the strategic importance of creativity and innovation for Charles Sturt's success and future growth. Fosters partnerships with external entities to promote creativity and innovation.

Capability Framework: supporting our future aspirations and current challenges

Innovates

Click each capability group to learn more about the different capabilities
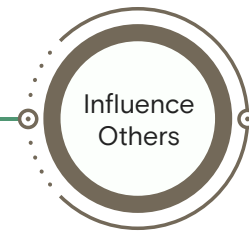
Creates Innovative Solutions

Uses methodologies that open up creative thinking and transform ideas into actionable plans and strategies. Reflects on outcomes and drives ongoing improvement.

Reflects and Improves   Switch between these buttons to view next sub-capability

Influence Myself	Influence Others	Influence Groups/Systems	Influence the Future
Regularly reflects on performance, actions, and decisions. Seeks feedback from others and actively incorporates into improvement efforts.	Facilitates reflective practice with others. Promotes learning and development opportunities. Helps others shape continuous improvement plans.	Promotes a culture of continuous improvement. Facilitates group discussions and retrospectives to identify areas for improvement and develops improvement focused action plans.	Allocates resources and creates platforms for sharing best practices and lessons learned. Actively engages in thought leadership and shapes continuous improvement initiatives on a broader scale.
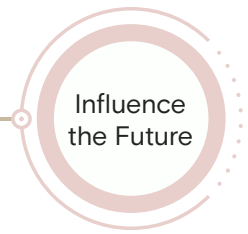
Capability Framework: supporting our future aspirations and current challenges

Innovates

Click each capability group to learn more about the different capabilities

Optimises Digital Environment & Data

Builds own knowledge of new technologies, adopts appropriately and uses data to draw insightful conclusions.

Identifies and Adopts Digital Technologies

Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Seeks to remain up to date with relevant technologies. Explores and utilises digital tools and technologies to improve personal work processes and outcomes.

Inspires others to embrace digital transformation. Encourages the use of digital technology to improve function, decision making and user experience. Weighs up the costs and benefits of technology solutions. Selects best solutions suited to support productivity and innovation.

Implements technologies and integrates them into existing workflows and processes including managing the change across multiple stakeholder groups, troubleshooting issues and contributing to reviews of efficacy.

Champions technological advancements to drive innovation and improve performance. Monitors the use of technology in the broader environment and explores new ways to leverage digital tools to remain effective and competitive.

Capability Framework: supporting our future aspirations and current challenges

Innovates

Click each capability group to learn more about the different capabilities

Optimises Digital Environment & Data

Builds own knowledge of new technologies, adopts appropriately and uses data to draw insightful conclusions.

Leverages Data for Insight   Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future
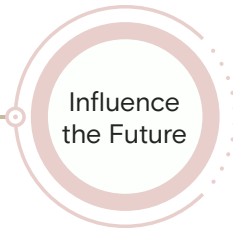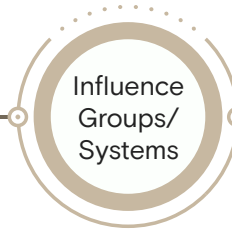
Uses data and analytical tools to extract valuable information in an ethical and accurate way to support decision making and draw meaningful conclusions.

Asks for supporting data when it is not readily available.

Coaches and develops others in data analysis Leverages the power of technology including Artificial Intelligence ensuring ethical and accurate use. Draws accurate insights from data and applies these in decision making.

Influences data collection, storage and analysis to ensure high-quality data is available for others to gain insights. Translates cross function data insights into actionable recommendations.

Influences the future of data-driven practices at Charles Sturt. Pioneers governance frameworks and policies to ensure data privacy, security, ethical use. Promotes a culture that prioritises data-driven decision making and innovation in technology.

Capability Framework: supporting our future aspirations and current challenges

Connects

Click each capability group to learn more about the different capabilities

Builds Relationships

Implements interdisciplinary collaboration, adopts diversity and inclusion principles, and facilitates relationship building to work effectively with others.

Collaborates with Colleagues

Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Communicates openly and transparently with colleagues. Shares information and insights.

Actively seeks out and incorporates different perspectives in shaping work.

Encourages team members to share information, ideas and resources across the university. Supports the use of tools that help identify stakeholders and ensures appropriate interactions with these take place.
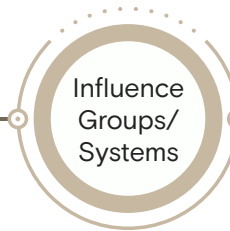
Promotes collaboration among different internal and external groups by fostering cross-functional relationships and breaking down silos.
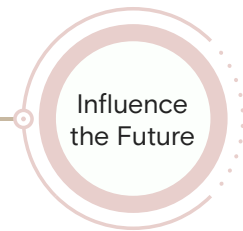
Leads a collaborative culture by fostering partnerships, and initiatives to drive collective impact. Leverages emerging technologies and best practices to enhance collaboration at all levels of Charles Sturt.

Capability Framework: supporting our future aspirations and current challenges

Connects

Click each capability group to learn more about the different capabilities

Builds Relationships

Implements interdisciplinary collaboration, adopts diversity and inclusion principles , and facilitates relationship building to work effectively with others.

Includes and Values Diverse Perspectives   Switch between these buttons to view next sub-capability

Influence Myself	Influence Others	Influence Groups/ Systems	Influence the Future
Recognises own biases and how they impact others. Works effectively with people with different worldviews. Seeks to understand diverse perspectives, ways of working and needs of others.	Supports others to understand the value of actively seeking diverse perspectives. Helps others to thrive at work by challenging non-inclusive behaviours and attitudes. Role models and exemplifies inclusive behaviours.	Embeds diversity and inclusion principles into initiatives, systems and policies. Champions the benefits of workplace diversity and inclusive culture. Builds trusted relationships across the university that value differences.	Shapes and influences the future so diversity and inclusion are embedded into day-to-day activities, behaviours, and practices. Connects with diverse industry partners and builds productive collaborations that support Charles Sturt's strategic direction.
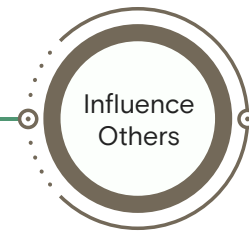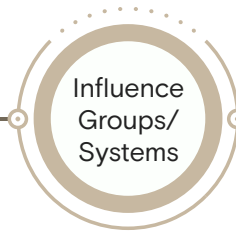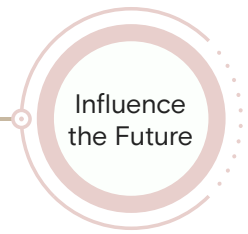
Capability Framework: supporting our future aspirations and current challenges

Connects

Click each capability group to learn more about the different capabilities

Communicates with Influence

Listens to understand the position of others and leverages effective communication and negotiation skills in order to influence and navigate toward mutually beneficial outcomes.

Listens for Understanding

Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Asks questions and listens with undivided attention minimising distractions when communicating with others.

Actively listens to team members and stakeholders. Creates a safe space for others to express themselves openly. Asks clarifying questions and paraphrases messages to ensure they have been understood.
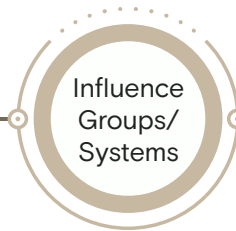
Listens for understanding at the group level. Creates structured opportunities for open and inclusive communication to uncover challenges and conflicts. Ensures all voices are heard and seeks common ground within a group.
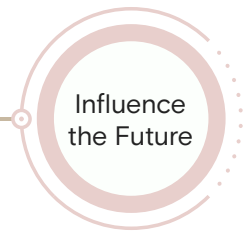
Champions the transformative power of listening to others and integrates practices into strategic planning, user experience design and employee engagement efforts.

Capability Framework: supporting our future aspirations and current challenges

Connects

Click each capability group to learn more about the different capabilities

Listens to understand the position of others and leverages effective communication and negotiation skills in order to influence and navigate toward mutually beneficial outcomes.
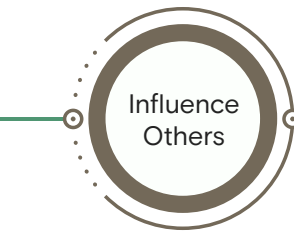
Influences and Negotiates   Switch between these buttons to view next sub-capability
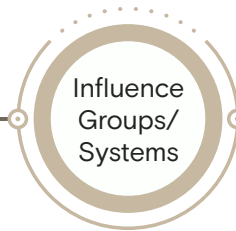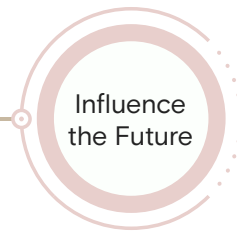
Influence Myself	Influence Others	Influence Groups/ Systems	Influence the Future
Builds an understanding of different stakeholders interests, motivations and perspectives to enable effective influencing and negotiation to progress work. Communicates clearly and tailors communication to the intended audience.	Effectively communicates the benefits and rationale behind a particular course of action to effectively influence and persuade stakeholders to gain their commitment and support.	Negotiates win-win solutions that address the interests of multiple stakeholders. Leverages an understanding of group dynamics and consensus-building to align diverse perspectives and interests towards common goals.	Anticipates and navigates complex challenges, leverages networks and expertise to build alliances and influence key decision-makers. Proactively influences the future direction of Charles Sturt.

Capability Framework: supporting our future aspirations and current challenges

Connects

Click each capability group to learn more about the different capabilities

Creates Alignment

Aligns behaviours with values, recognises interconnectedness in the environment and takes effective action.

Creates Positive Culture

Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Builds an understanding of Charles Sturt's desired culture and what it looks like in behavioural terms. Ensures Charles Sturt values guide behaviour in the flow of work.
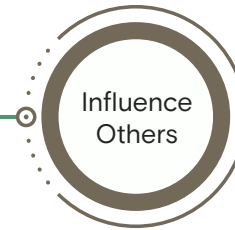
Supports team members to contribute to a positive work culture and role models behaviour that aligns to this. Creates an environment where individuals feel empowered to contribute their ideas, take risks, and learn from failures.
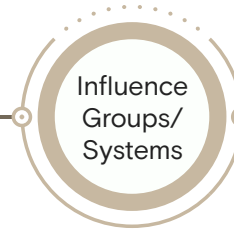
Takes responsibility for setting cultural ground rules when working collaboratively. Drives the development and alignment of programs, policies and processes to enhance engagement, collaboration, empowerment, wellbeing and recognition.
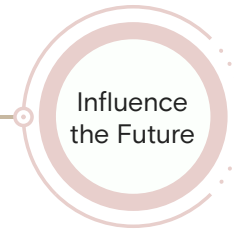
Influences and inspires the evolution of Charles Sturt's culture by driving continuous improvement through feedback and evaluation, to ensure the University keeps learning about the interconnectedness of culture, behaviours, and performance and responds appropriately.

Capability Framework: supporting our future aspirations and current challenges

Connects

Click each capability group to learn more about the different capabilities

Creates Alignment

Aligns behaviours with values, recognises interconnectedness in the environment and takes effective action.

Identifies Interconnections   Switch between these buttons to view next sub-capability

Influence Myself	Influence Others	Influence Groups/ Systems	Influence the Future
Recognises factors impacting own area of responsibility and how they need to be incorporated into ways of working. Considers the impact of own actions on others.	Assists others to see the interconnections between their own work and the broader University context. Helps create alignment between different work areas to improve understanding and simplify complex processes.	Builds connections between parts of the University to help transform limited processes and take into account the end-to-end user experience across functional areas. Redesigns systems to solve multiple problems simultaneously and achieve desired results.	Anticipates the future impact of present actions within and outside the University and translates vision and strategies into longer term solutions that take this into account. Facilitates connections that support the health and sustainability of Charles Sturt.
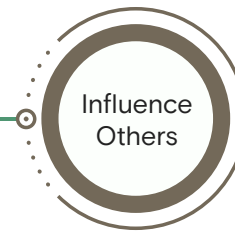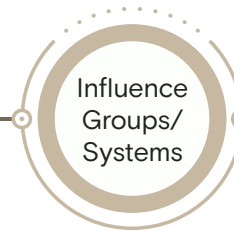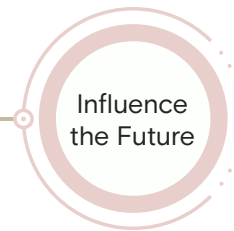
Capability Framework: supporting our future aspirations and current challenges

Connects

Click each capability group to learn more about the different capabilities

Recognises and values cultural differences, is contextually aware, and acts within scope of role but with consideration for global trends and issues.

Culturally Intelligent

Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Understands, appreciates and values different cultural norms, communication styles and other practices. Demonstrates awareness of First Nations' history and ongoing impacts. Conducts Acknowledgement to Country respectfully and appropriately.
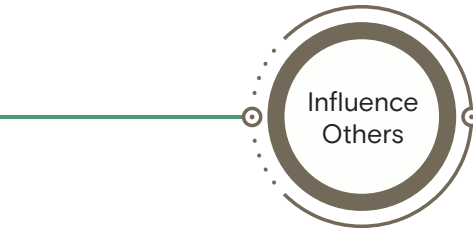
Fosters relationships that promote inclusive communication and mutual respect between all cultural groups and First Nations peoples. Supports others to know their own cultural norms, biases and values and how these impact relationships and expectations.
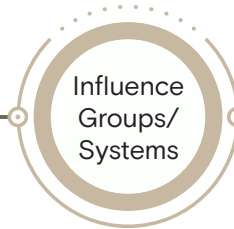
Forges research, education, new ways of working and/or partnerships that promote cultural understanding and awareness within Charles Sturt. Engages with First Nations peoples, leaders and communities in an appropriate and timely way in the spirit of mutual support.
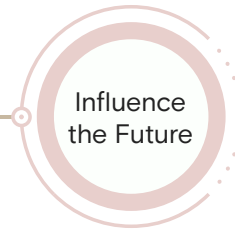
Strategically identifies and capitalises on emerging opportunities to seek out, include, value and leverage culturally diverse connections and perspectives.

Capability Framework: supporting our future aspirations and current challenges

Connects

Click each capability group to learn more about the different capabilities

Recognises and values cultural differences, is contextually aware, and acts within scope of role but with consideration for global trends and issues.

Thinks Globally, Acts Regionally   Switch between these buttons to view next sub-capability

Influence Myself	Influence Others	Influence Groups/ Systems	Influence the Future
Keeps up-to-date with local and global events and trends that may impact work.	Provides support to peers or team to understand the impact of global and local trends and how to think critically about their translation into Charles Sturt solutions.	Integrates global perspectives with local nuances into the development of strategies, plans and policies.	Pioneers the development of innovation and growth strategies that leverages global trends to make a local impact that supports Charles Sturt's growth.
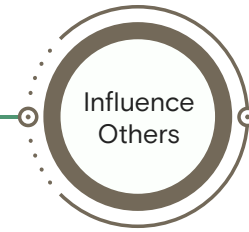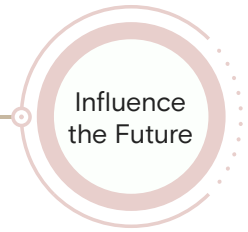
Capability Framework: supporting our future aspirations and current challenges

Achieves

Click each capability group to learn more about the different capabilities

Manages Change

Assumes responsibility for change. Supports change initiatives, builds knowledge to understand purpose and impact. Supports others to engage with change to deliver outcomes.

Takes Ownership

Switch between these buttons to view next sub-capability

Influence Myself — **Influence Others** — **Influence Groups/Systems** — **Influence the Future**

Demonstrates a proactive approach to work. Takes responsibility for actions and outcomes. Shows initiative and seeks opportunities for improvement.
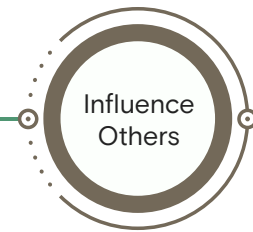
Fosters an environment of ownership and provides clear expectations. Promotes autonomy in decision-making. Encourages individuals to take initiative, be proactive, develop their skills and take ownership of their professional growth.

Builds a culture of collective psychological safety where groups feel empowered to take risks, make decisions, and hold themselves accountable for their actions and deliverables.
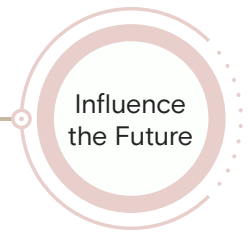
Leads cultural and organisational transformations that foster a sense of ownership, engagement, and high performance, positioning the organisation for long-term success.

Capability Framework: supporting our future aspirations and current challenges

Achieves

Click each capability group to learn more about the different capabilities

Manages Change

Assumes responsibility for change. Supports change initiatives, builds knowledge to understand purpose and impact. Supports others to engage with change to deliver outcomes.

Supports and Champions Change   Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Seeks information to better understand change initiatives and how to support them.

Looks for opportunities for positive change in own and team's work.
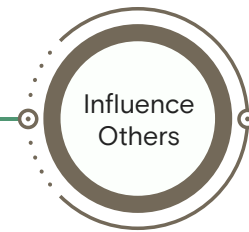
Develops change plans that are tailored to the needs of different stakeholders. Takes into account how change impacts others and communicates what's in it for them. Identifies and manages unintended consequences of change effectively.

Analyses the broader context in which change is taking place. Identifies relevant trends, drivers, and constraints that may impact the success of change efforts, and collaborates with others to mitigate identified risks.
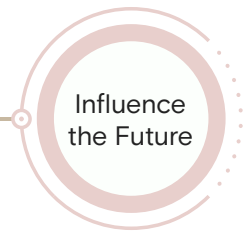
Acts as a thought leader and change agent. Shapes changes to education and research directions, advancing Charles Sturt's reputation and influence.

Capability Framework: supporting our future aspirations and current challenges

Achieves

Click each capability group to learn more about the different capabilities

Plans & Prioritises

Effectively plans and aligns priorities with strategy. Effectively allocates and utilises resources to achieve goals.

Plans and Aligns Work

Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Plans work with a focus on effective prioritisation, sets personal goals aligned to operational plans, and manages time effectively.
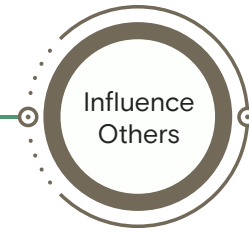
Ensures individual and team objectives are aligned to university plans and strategies. Facilitates communication ensuring that everyone understands their roles, responsibilities, and the interdependencies between tasks to achieve collective success.
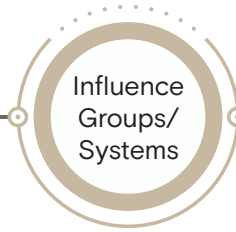
Collaborates with stakeholders to align priorities. Establishes clear objectives and performance metrics that promote ownership and accountability across the University.
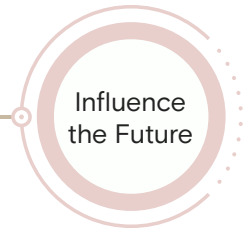
Fosters a culture of strategic planning and performance measurement. Establishes frameworks and processes for effective alignment and execution of work, and continuously improves planning practices to drive innovation and achieve long-term success.

Capability Framework: supporting our future aspirations and current challenges

Achieves

Click each capability group to learn more about the different capabilities

Plans & Prioritises

Effectively plans and aligns priorities with strategy. Effectively allocates and utilises resources to achieve goals.

Uses Resources Efficiently   Switch between these buttons to view next sub-capability

Influence Myself	Influence Others	Influence Groups/ Systems	Influence the Future
Takes responsibility for managing time, energy, and other personal resources to maximise productivity and minimise waste.	Acts as a role model for effective resource management. Demonstrates behaviours such as prioritisation, delegation, and creative leveraging of resources.	Effectively utilises systems and processes that support sustainable resource allocation across Charles Sturt and shapes ongoing development of these systems.	Leads broader efforts to address resource scarcity, shape business development opportunities and respond to environmental disruption.
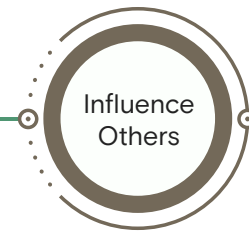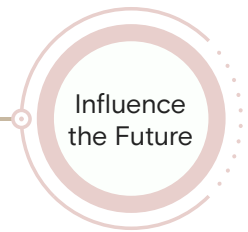
Capability Framework: supporting our future aspirations and current challenges

Achieves

Click each capability group to learn more about the different capabilities

Optimises Outcomes

Consistently achieves desired results as evidenced through measurement. Recognises accomplishments by praising achievements and sharing success stories to promote learning.

Deliver Results

Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Delivers results within given timeframes and consistently meets expectations by ensuring deliverables are completed to a high standard.

Motivates others to deliver outcomes that provide value to stakeholders. Sets clear expectations, monitors progress and measures results. Identifies improvements and coordinate efforts for team success.

Leads and coordinates efforts across multiple individuals or teams, clearly defining responsibilities and how success will be measured. Creates a sense of agency in contributors. Identifies barriers to successful outcome and allocates resources to overcome them.
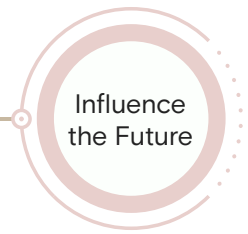
Seeks opportunities to drive positive change, solve complex problems and deliver measurable results that contribute to long-term Charles Sturt success. Reviews results at university level and uses the learning opportunities these identify for further capacity building.

Capability Framework: supporting our future aspirations and current challenges

Achieves

Click each capability group to learn more about the different capabilities

Optimises Outcomes

Consistently achieves desired results as evidenced through measurement. Recognises accomplishments by praising achievements and sharing success stories to promote learning.

Recognises Achievements   Switch between these buttons to view next sub-capability

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Acknowledges the success of oneself and others. Identifies milestones, celebrates achievements, offers encouragement and shows gratitude for others' efforts.
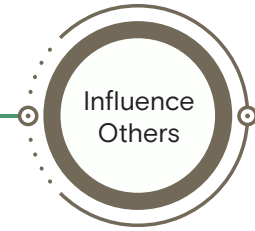
Encourages a culture of recognition. Leads by example, communicates the impact and value of recognising achievements. Fosters a positive work environment that encourages and rewards excellence.

Promotes and uses formal and informal systems for recognising individual, peer and group achievements, ensuring consistency and fairness, while tailoring the recognition to increase meaningfulness in recipients.

Champions a culture of reward and recognition by effectively communicating successes as well as efforts that created significant learning opportunities. Emphasises the importance of achievement for University success.

Capability Framework: supporting our future aspirations and current challenges

Achieves

Click each capability group to learn more about the different capabilities

Drives Impact

Collaboratively engages with peers and stakeholders in the community and industry. Places our people and students at the centre of design decisions.

Partners with Others

Switch between these buttons to view next sub-capability

Influence Myself	Influence Others	Influence Groups/Systems	Influence the Future
Demonstrates a willingness to collaborate, share knowledge and support colleagues, stakeholders and external partners in achieving common goals in regional Australia.	Inspires, influences, and motivate others towards shared objectives. Builds trust, navigates conflict, facilitates productive partnerships and negotiates win-win solutions.	Establishes processes to identify stakeholders and community needs and deliver aligned offerings and actions.	Shapes the role of the university in developing vibrant communities and creating a better future for regional Australia.
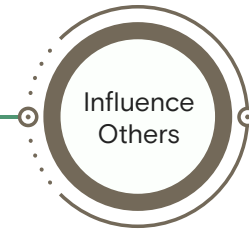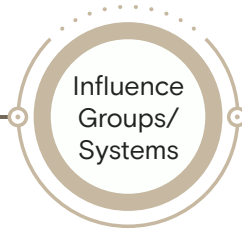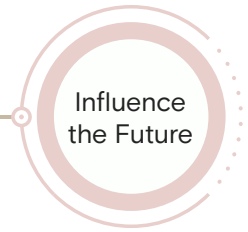
Capability Framework: supporting our future aspirations and current challenges

Achieves

Click each capability group to learn more about the different capabilities

Drives Impact

Collaboratively engages with peers and stakeholders in the community and industry. Places our people and students at the centre of design decisions.

Leverages People Centred Design   Switch between these buttons to view next sub-capability

Influence Myself	Influence Others	Influence Groups/Systems	Influence the Future
Works to understands the needs and preferences of customers and students, applies skills in conducting user research, empathises with users and translates insights into design decisions.	Builds team capability in user centred design. Collaborates with cross-functional teams to develop knowledge of end users in order to design solutions that prioritise user needs.	Establishes design processes, frameworks, and standards that ensure a consistent and holistic approach to people centred design. Works collaboratively to better understand the end-to-end user experience.	Shapes the future of people centred design thinking and user centred practices, envisions new possibilities and challenges norms.
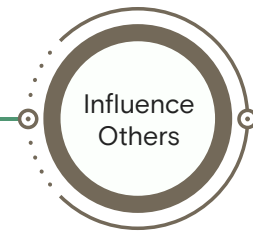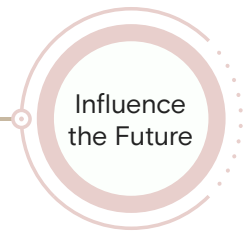
Capability Framework: supporting our future aspirations and current challenges

Enablers
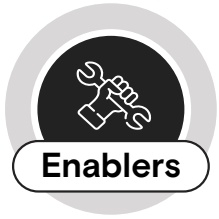
Click each capability group to learn more about the different capabilities

Practices Effective Governance

Refers to policies, processes and guidance to support effective decision making and applies risk management processes to mitigate risk and proactively manage safety and compliance obligations.

Influence Myself	Influence Others	Influence Groups/Systems	Influence the Future
Develops basic understanding of Charles Sturt governance processes, policies and structures and uses them to guide decision-making.	Drives compliance with governance processes, laws, regulations and industry standards and implements polices and procedures to ensure compliance.	Provides governance oversight and risk management, making recommendations to ensure effective risk mitigation and compliance with established standards.	Establishes strategic governance at Charles Sturt by aligning governance practices with the University's strategic goals and objectives. Makes recommendations for enhancing governance processes.

Enablers

Click each capability group to learn more about the different capabilities

Manages Finances

Applies responsible financial and resource management practices to achieve value for money and support financial sustainability.

Influence Myself	Influence Others	Influence Groups/ Systems	Influence the Future
Works effectively with financial terms, policies, processes and systems. Interprets financial information accurately. Manages financial risks and makes value for money decisions.	Develops accurate and detailed financial reports, identifies discrepancies or variances and takes action to correct. Assesses cost benefits on purchasing options.	Defines organisation directions and sets priorities using key financial indicators. Uses sophisticated financial analyses and financial models to identify risks and opportunities, conducts comprehensive financial analyses.	Establishes effective financial governance to ensure financial resources are used ethically. Communicates financial strategies to align with future strategic goals. Optimises performance to guide Charles Sturt toward long-term stability and growth.

Capability Framework: supporting our future aspirations and current challenges

Enablers

Click each capability group to learn more about the different capabilities

Utilises Technology Effectively

Builds capability in relevant technologies, complies with security obligations and addresses the ethics of technology use to minimise risk.

Influence Myself	Influence Others	Influence Groups/Systems	Influence the Future
Uses most appropriate technology to streamline workflows, automate repetitive tasks, improve productivity, uses cyber security measures to support work objectives.	Provides guidance on selecting appropriate tools and technologies, develops technological skills in others, evaluates technological systems and processes, taking into consideration cyber security risks.	Keeps up to date with emerging technology trends, champions the use of innovative technologies, assesses business cases and seeks specialist guidance when selecting and implementing relevant technology for Charles Sturt.	Creates effective governance frameworks for technology systems with a strong focus on cyber security and ethical use to ensure organisational compliance. Recommends emerging technology to achieve desired outcomes for Charles Sturt.

Capability Framework: supporting our future aspirations and current challenges

Enablers

Click each capability group to learn more about the different capabilities

Manages Projects Effectively

Applies effective planning and coordinates effort using project management practices to deliver specific project objectives.

Influence Myself	Influence Others	Influence Groups/ Systems	Influence the Future
Understands project goals and plans. Coordinates activities in line with agreed milestones and timeframes. Maintains documentation and communicates progress using required reporting processes.	Defines the scope, goals, deliverables, interdependencies, risks of a project. Develops project plans and monitors for risks. Leads project teams optimising resources, resolving conflicts to maximise success in delivery.	Prepares and reviews business cases for projects with multiple interdependences. Obtains key stakeholders commitment to cross-University initiatives. Is agile in developing alternative strategies to remedy variance from project plans.	Uses historical, political and broader context to inform future project direction. Achieves long-term success and strategic value by aligning projects with University strategies and adjusts over time as required by changing circumstances. Drives the changes required to realise University benefits.

Capability Framework: supporting our future aspirations and current challenges

Manages Effectively

Click each capability group to learn more about the different capabilities

Clarifies Purpose & Inspires Direction

Clearly articulates the purpose and strategies of Charles Sturt and alignment to teamwork priorities. Provides a sense of direction and motivates people and teams to strive for it.

Influence Myself	Influence Others	Influence Groups/Systems	Influence the Future
Demonstrates a clear understanding of one's own purpose and how it aligns with Charles Sturt's mission. Actively shapes work to progress Charles Sturt's strategic goals.	Communicates a clear and compelling vision for work direction, highlights the broader impact and significance of strategies. Generates shared purpose motivating individual contributions to align with broader organisation goals.	Displays a comprehensive understanding of the organisation's purpose and strategic direction. Transforms systems and processes to align with Charles Sturt's vision and strategies, values, priorities.	Sets and articulates Charles Sturt's vision and strategies, leads their execution, monitors their progress and adapts as required.

Capability Framework: supporting our future aspirations and current challenges

Manages Effectively

Click each capability group to learn more about the different capabilities

Demonstrates Self Awareness

Builds an understanding of own thoughts, feelings, strengths, weaknesses and behaviours, to understand how others perceive them, to make sound decisions, build positive relationships and communicate effectively.

Influence Myself	Influence Others	Influence Groups/ Systems	Influence the Future
Develops an understanding of own thoughts, emotions and behaviours, understands own work style strengths and areas for growth.	Understands and manages the impact of own thoughts, emotions and behaviour on others. Adapts style to respond appropriately to others in different situations.	Perceives social dynamics and how they influence others. Actively promotes and engages in self-reflection and maintains awareness of own biases. Tests perceptions of self with others and readily adapts.	Promotes the importance self awareness in leadership roles, creates initiatives to grow people managers' self insight through development opportunities and self assessment tools.

Capability Framework: supporting our future aspirations and current challenges

Manages Effectively

Click each capability group to learn more about the different capabilities

Coaches & Develops Others

Guides and supports individuals to enhance their skills, knowledge, and capabilities, fostering personal and professional growth, and empowering them to reach their full potential.

Influence Myself

Influence Others

Influence Groups/ Systems

Influence the Future

Gains an understanding of the principles and practices that support effective coaching and development conversations. Seeks coaching to drive own growth.

Coaches others to set SMART goals for their development needs and provides space for reflection to build insight into areas of growth.

Uses advanced coaching skills to support constructive conversations. Addresses performance gaps and builds individual and team capabilities for growth.

Prioritises coaching and development as a strategic imperative and promotes its value in addressing and resolving team and individual performance issues. Cascades coaching and development throughout the organisation.

Manages Effectively

Click each capability group to learn more about the different capabilities

Builds Effective Teams

Builds teams with complementary abilities and skill sets, encourages effective communication and collaboration and cultivates a supportive environment to reach objectives.

Influence Myself	Influence Others	Influence Groups/Systems	Influence the Future
Identifies the relevant capabilities required to achieve objectives when building a team, considering team diversity, backgrounds and perspectives. Defines responsibilities and fosters collaboration amongst team members.	Coordinates teams and aligns team objectives with strategic goals. Promotes effective communication across teams, drives an innovative, collaborative culture. Identifies talent and supports their growth.	Integrates the organisational vision and mission into team objectives, fosters a culture that values teamwork, inclusion and diversity. Provides necessary systems and resources for effective success and promotes continuous learning.	Designs organisational structures and shapes the culture to enable effective teamwork. Allocates resources to team development initiatives. Sets the tone for how teams across Charles Sturt operate and interact.

Capability Framework: supporting our future aspirations and current challenges

Application

Shape the Charles Sturt culture and way of working

Attract
Promote commitment to capability development as part of the employee value proposition, to help bring new candidates to the University.

Recruit
Design job advertisements, interview questions and capability-based selection activities to ensure a focus beyond qualifications and experience, to what behaviours are important to succeed in the role.

Onboard
Set performance and behavioural expectations and clarify role requirements using the Capability Framework. Begin planning to close any capability gaps identified during the recruitment processes.

Develop
Define and articulate the capability build learning and development activities are designed to achieve.

Conduct performance conversations centred around capability expectations and progress towards these. Gaps identified during the recruitment processes.

Retain
Recognise and reward high performance and demonstration of required behaviour in a consistent way, by referencing the Framework.

Role model and value the capability 'Balances Wellbeing and Productivity'.

Support career planning by using the Framework to think about progression through levels and to existing and new roles.

Offboard
Discuss the perceived value of development initiatives and career planning in the context of the employee's decision to leave and if any new capabilities should be a focus to set employees and role up for success.

Capability Framework: supporting our future aspirations and current challenges