ECU People Capability Matrix

ECU EDITH COWAN UNIVERSITY

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PERSONAL EXCELLENCE AND SELF MANAGEMENT

Creativity and Enterprise
- Flexibility and Adaptability to Changing Environments
- Innovation
- Influencing and Networking

Service Ethic
- ECU Values and Professionalism
- Customer Focus
- Managing External Relationships
- Networking
- Collaboration

Personal and Professional Excellence
- Personal Awareness and Effectiveness
- Emotional Intelligence and Resilience
- Working Inclusively
- Lifelong Learning
- Accountability
- Presenting and Communicating Information
- Interpersonal Skills

MANAGEMENT AND LEADERSHIP

Developing and Managing Relationships
- Collaboration
- Building Relationships
- Developing Strategic Partnerships
- Working with People
- Being Ethical

Leading Others
- Fostering an Environment of Learning
- Leading Others
- Persuading and Influencing
- Clear Goals and Objectives
- Managing and Developing Teams

Delivering Results
- Dealing with Ambiguity
- Planning and Organising
- Deciding and Initiating Action
- Accountability
- Dealing with Pressure and Setbacks

Strategic Thinking
- Shapes Strategic Commercial Awareness Thinking
- Harnesses Information
- Thinks Critically
- Thinks Flexibly and Creatively
- Leading Strategic Change

TECHNOLOGY and TECHNICAL

Job Specific Applied/Technical Skills
- Business Acumen
- Negotiating Skills
- Project Management
- Quality Management
- Risk Management
- Problem-Solving and Decision Making
- Working safely

Technology Related Skills
- Business Systems and Support
- Technology Tools; Digital and Computer Literacy
- Workplace Efficiency and Effectiveness

TEACHING

Teaching and Learning
- Design Experiences for Learning
- Facilitates for Learning
- Assesses for Learning
- Teaches with Technology
- Teaches Online

These Capabilities Under Review
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RESEARCH

Conceptualises Literature
- Ethical Research Practice
- Collects, Analyses and Reports in a Rigorous Manner
- Supervies and Leads High Quality Research
- Plans and Writes Academic Publications and Grant Applications
- Information Seeking
- Measurement and Analysis
- Supporting Research in Teaching and Learning
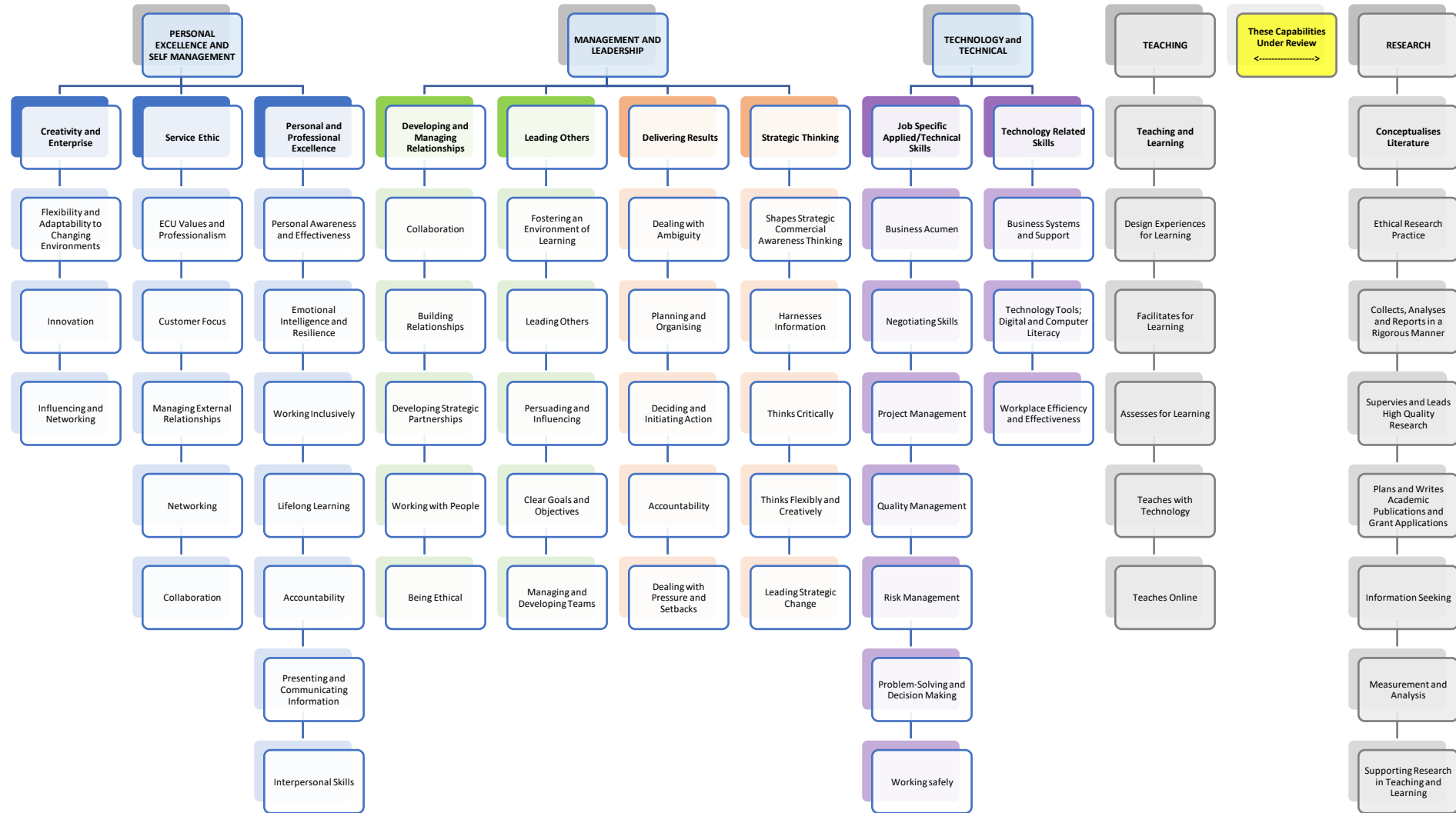
1.   Personal Excellence and Self-Management Capabilities ⇑

Strives for personal excellence and self-management.

1.1 Creativity and Enterprise

Embracing a culture that promotes creativity and enterprise that enhances the performance of ECU and understanding the value that creativity and enterprise can add to the individual and ECU.

1.1.1 Flexibility and Adaptability to Changing Environments

Ability to understand and interpret the internal and external forces affecting the job and ECU. Includes the identification of new developments, trends, technologies etc. and the capability to plan and respond accordingly to these factors within the context of the position and strategic direction of ECU.

1.1.2 Innovation

Ability to work efficiently in a constantly changing environment and to develop, investigate and take on board out-of-the-norm ideas/suggestions and putting these into practice resulting in novel ways of the way we do things.

1.1.3 Influencing and Networking

Ability to influence the decisions, actions or perceptions of others and to be straight forward and honest when doing so. To create networks which foster a complementary mix of knowledge, skills and abilities, in order to achieve goals and to add mutual benefit and value to ECU.

1.2 Service Ethic

A focus on conducting business with both internal and external customers, for example students, each other and the wider community, with the highest of standards and always acting in such a way that promotes positive working relationships and represents ECU's defining values.

1.2.1 ECU Values and Professionalism

At an individual level, working in a way that promotes professionalism which involves demonstrating the highest standards of behaviour. At a broader level, it involves engaging ECU with industry partners, professional bodies and universities. Acting with integrity involves ensuring actions are in line with all ECU's values, behaviours and code of conduct.

1.2.2 Customer Focus

Focusing on all aspects of customer service to achieve quality outcomes for all parties including internal and external customers at all levels. Involves identifying customers' needs and value, managing customer relationships, marketing services to customers and continually evaluating and improving customer service.

1.2.3 Managing External Relationships

Ability to identify, build and maintain formal and informal networks and business relationships that are important to the achievement of job objectives. May include other educational institutions, potential business partners, government, media, professional associations, client groups and stakeholders.

1.2.4 Networking

Ability to build and maintain social and business processes and interactions, across a wide range and on all levels, through which individuals and ECU develop lasting relationships with particular sets of stakeholders for the purposes of accessing support and facilitating exchange for mutual benefit.

1.2.5 Collaboration

Collaborate with other work units within ECU as internal customers, and treated with quality customer service as would external customers. Marketing products, services and outcomes of the work unit to those within the internal environment.

1.3 Personal and Professional Excellence

The ongoing development of an individual's skills, knowledge and abilities on both a personal and professional level. Involves understanding that the development of personal as well as professional knowledge will benefit ECU.

1.3.1 Personal Awareness and Effectiveness

Ability to recognise and understand your own moods, sensitivities, biases and convictions and the affects these have on your approach to different situations and others and having confidence in your own ability and at the same time not being afraid to ask for help. Includes understanding these personal traits and not letting them interfere with work related decision making or professional relationships.

1.3.2 Emotional Intelligence and Resilience

Responds with and maintains appropriate strategies for managing workplace emotions in a positive calm manner under all circumstances.

1.3.3 Working Inclusively

Act in an inclusive manner and let staff of all backgrounds feel welcome through awareness of and use of appropriate verbal and non-verbal behaviours, no matter what the difference.

1.3.4 Lifelong Learning

A personal commitment to lifelong learning. Includes displaying a willingness to continually learn and expand knowledge base through personal and professional development activities. Seeking guidance and advice from other staff members for self-improvement promoting university learning.

1.3.5 Accountability

Taking ownership of the task and the outcome by demonstrating initiative and commitment towards the completion of predetermined objectives, while focusing on an outcome that contributes to job and university success. Includes the ability to balance and prioritise tasks without losing sight of desired outcomes and remaining proactive.

1.3.6 Presenting and Communicating Information

Ability to organise and present information, views and concepts in a concise, understandable and interesting format for a variety of audiences, from ECU's internal and external communities. Involves determining the most appropriate format and vehicle for delivering information to ensure the audiences understanding of the message and its intent.

1.3.7 Interpersonal Skills

Ability to work cooperatively with others to accomplish joint tasks and common objectives. Involves building positive working relationships with others and avoiding "win-lose" confrontations and a focus on preserving and strengthening the ongoing relationship. Showing respect for others' views and opinions by listening to and discussing these opinions even if they differ from your own.

2. Management and Leadership Capabilities ⇑

Proactively provides leadership and manages people, relationships, processes and outcomes; and shapes strategic and operational thinking.

2.1 Developing and Managing Relationships

Builds and maintains effective relationships and partnerships across all levels, both internal and external to ECU.

2.1.1 Seeking Opportunities to Foster Collaboration

Jointly work through challenges, each party providing the context, sharing information and timely involvement in initiatives and decisions.

2.1.2 Building Relationships

Building rapport and forming positive working relationships with all internal stakeholders as well external stakeholders/communities.

2.1.3 Developing Strategic Partnerships

Identifying, building and maintaining formal and informal networks and business relationships that are important to achieve strategic objectives.

2.1.4 Working with People

Shows respect and tolerance for the views and contributions of team members, shows empathy, listens, supports and cares for others, consults others and shares expertise with them.

2.1.5 Being Ethical

Adhering to Principles and Values, upholding ethics and values, acting with integrity, utilising diversity, as well as showing social and environmental responsibility.

2.2 Leading Others

Empowers, develops and motivates others so that they can take initiative and make decisions to solve problems and improve performance.

2.2.1 Fostering an Environment of Learning

Offering a climate of safety, where informed risk-taking is encouraged, there is open authentic conversation, trust and respect are fostered, and positive interaction is the norm.

2.2.2 Leading and Supervising

Motivates and empowers others, adapts interpersonal styles to situation, provides staff with development opportunities and coaching, sets appropriate standards of behaviour aligned to ECU's values and aspired culture.

2.2.3 Persuading and Influencing

Making an impact, shaping conversations, appealing to emotions and reason, promoting ideas, negotiating, gaining agreement, and dealing with political issues.

2.2.4 Creating Clear Goals and Objectives

Communicating ECU's vision, goals and objectives clearly to ensure team member commitment. Providing clarity of team member roles linking to the vision.

2.2.5 Managing and Developing Teams

Develops and fosters a highly productive team environment in which people are working together to achieve a common goal that capitalises on diverse working styles, skills and knowledge for the benefit of the team and organisation.

2.3 Delivering Results

Prioritises, develops, establishes and implements attainable objectives to ensure that tasks are completed efficiently and results achieved.

2.3.1 Dealing with Ambiguity

Adapting and responding, being agile, accepting new ideas, and responding to change.

2.3.2 Planning and Organising

Comprises setting objectives, planning, managing time, managing resources, monitoring progress, evaluating results and taking corrective action utilising ECU's Excellence Framework.

2.3.3 Deciding and Initiating Action

Making decisions, taking calculated risks, and acting on own initiative with confidence.

2.3.4 Accountability

Holds self and others to account and is transparent and flexible in how organisational outcomes are achieved. Takes responsibility and ownership of choices and their outcomes to find ways to resolve problems.

2.3.5 Dealing with Pressure and Setbacks

Comprises working under pressure, showing emotional self-control, balancing work and personal life, maintaining a positive outlook, and handling criticism.

2.4 Strategic Thinking

Establishes directions, objectives and resource requirements for ECU's needs and opportunities.

2.4.1 Shapes Strategic Thinking

Is concerned with innovative forward thinking, seeking and accepting challenges and opportunities through developing plans and strategies that support and are consistent with ECU's long-term vision, direction and commercial aspirations of being a first rate, dynamic, financially sound University of the future.

2.4.2 Harnesses Information

Gathers relevant information to arrive at a comprehensive understanding, forms new concepts, visions or solutions for a specific task or issue being managed.

2.4.3 Thinks Critically

Actively analyses, balances risks and evaluates information gathered.

2.4.4 Thinks Flexibly and Creatively

Creates new and novel ideas, views a situation from multiple perspectives and challenges conventional thinking.

2.4.5 Leading Strategic Change

Takes a lead role in driving and managing major change across ECU by creating an environment that is open to and prepared for change.

3. Technology and Technical Capabilities ⇑

Uses technology to enhance productivity.

3.1 Job specific applied/technical skills

The skills and knowledge clusters that enable and support effective performance of the specific role or occupation in a large, complex organisation such as ECU.

3.1.1 Business Acumen

The ability to use sound commercial principles in all areas of responsibility including the impact on human, financial, and information resources.

3.1.2 Negotiating Skills

Persuading, influencing and identifying and pursuing advantageous ethical outcomes and resolving impasses and conflict.

3.1.3 Project Management

Developing and managing projects in response to organisational needs. Involves managing each phase of the project; identifying and resolving issues; sourcing and managing appropriate resources; managing risks; maintaining progress and achieving desired outcomes.

3.1.4 Quality Management

Includes the knowledge and application of PDRI cycle and other Continuous Improvement methods. Includes application of quality assurance and accreditation process of standard setting and audit.

3.1.5 Risk Management

Identifies and manages risk from the internal and external environment.

3.1.6 Problem-Solving and Decision Making

Ability to investigate, identify and analyse problems, and their source causes and related issues. To generate alternatives, benefits and costs to develop practical solutions. Being creative and innovative when developing solutions and the ability to identify risks. Understanding when a decision needs to be escalated and proactive in reducing escalation events.

3.1.7 Working Safely

Ability to understand, apply and ensure safe operations under all circumstances aligned with all relevant occupational safety and health legislation applicable to the employers and employees.

3.2 Technology-Related Skills

The ability to effectively utilise the latest available technology, resources and knowledge specific to a technical, professional or administrative field of work.

3.2.1 Business Systems and Support

Knowledge and use of job-specific systems and support processes as well as enterprise-wide systems and technologies for achieving efficiency of workflows and effective communications.

3.2.2 Technology Tools; Digital and Computer Literacy

To be competent with computing and digital technology, electronic devices and programs/software used routinely in the particular technical, professional or administrative role or across the university to increase productivity.

3.2.3 Workplace efficiency and effectiveness

Knowledge of resources available across the system internally and externally. Working in a coordinated and integrated way recognising the key interdependencies for success.

4.   Teaching Capabilities   ⇧

Designs, facilitates and assesses for optimal student outcome.

> *These capabilities are currently under review. Please read them in conjunction with current academic staff frameworks such as ASPEO, Research Development Framework (RDF) and Teaching and Learning Frameworks.*

4.1.1 Designs Experiences for Learning

Establishes and maintains a learning environment which has clear, consistent expectations for standards of behaviour.

4.1.2 Facilitates for Learning

Organises, allocates and manages time, materials and physical space to support learning.

4.1.3 Assesses for Learning

Evaluates coursework, exams and other assessment pieces authentically with constructive feedback in a timely manner.

4.1.4 Teaches with Technology

Is familiar with using relevant e-learning platforms and basic tools within, such as discussion boards and announcements, as well as other relevant technological applications.

4.1.5 Teaches Online

Ability to apply the principles, techniques and practices of effective online learning and teaching.

5.   Research Capabilities   ⇧

Conducts, facilitates, supports and applies high quality innovative research.

> *These capabilities are currently under review. Please read them in conjunction with current academic staff frameworks such as ASPEO, Research Development Framework (RDF) and Teaching and Learning Frameworks.*

5.1.1 Conceptualises Literature

Acquires, synthesises, analyses and applies new knowledge. Knows what processes and sources of information are necessary and appropriate to ensure ethical compliance in research, and where to find them. Maintains ethical standards in conducting research and reporting. Maintains ethical standards as to what conclusions and recommendations can be drawn from the research.

5.1.2 Ethical Research Practice

Understands relevant research methodologies and techniques and their appropriate and ethical application within own research area.

5.1.3 Collects, Analyses and Reports in a Rigorous Manner

Using a skilful and efficient means to conduct research and to report what conclusions and recommendation can be drawn from the research. Knowing what sources of information are appropriate and where to find them.

5.1.4 Supervises and Leads High Quality Research

Has self-awareness and regularly reflects on how own working and interpersonal style impacts on others. Engages in mentorship, peer support and peer evaluation.

5.1.5 Plans and Writes Academic Publications and Grant Applications

Knows the requirements and applies knowledge and the processes used to generate grant applications and/or publications in a clear, rigorous manner.

5.1.6 Information Seeking

Knows where to find and acquires information through relevant resources by using appropriate sources of information search and discovery skills with applicable techniques.

5.1.7 Measurement and Analysis

The ability to determine the meaning, validity and reliability of research, its relevance and how it can be used to make an informed decision concerning a problem or issue for the work unit and the effect it may have on ECU. This involves having the skills necessary to gain knowledge by researching appropriate sources of information, measuring the relevance and reliability of the information and then analysing the information. Also involves reporting on recommendations formed from the research.

5.1.8 Supporting Research in Teaching and Learning

Supporting research in teaching and learning among both staff and students by understanding the relationship between every job role in ECU and the impact it has on teaching, learning and research. Adhering to ECU's policies and procedures in order to maintain a culture of staff and student teaching, learning and research.