

USQ Key Capabilities: PD Capability Statements by Suggested Level

Select a minimum of 1-2 capabilities for the position and include an appropriate statement (from the options provided below or another suitability constructed statement) in the “Is This the Role for you?” section of the Position Description.

- [Think Strategically](#)
- [Engage People to Build Positive Relationships](#)
- [Strive for Performance Excellence](#)
- [Show Courage, Resilience, and Adaptability](#)
- [Leverage Emerging Technologies](#)
- [Shape the Future](#)

For more information about the USQ People Capability Framework, visit the [HR Website](#).

Think Strategically			
The capability to mindfully consider the long term goals of the University when making decisions, while taking a holistic view of the environment.			
Leading Self	Leading Others	Leading Leaders	Leading Organisation
Suggested Professional Levels 1 – 7 Suggested Academic Levels A – B	Suggested Professional Levels 6 – 9 Suggested Academic Levels B – C	Suggested Professional Levels 8 – 10 Suggested Academic Levels C – D Senior and Executive Positions	Suggested Academic Levels D – E Senior and Executive Positions
Demonstrated commitment to the strategic purpose, vision, and values of the University. Demonstrated ability to look beyond the obvious to identify the underlying insights that are critical to effective decision making.	Demonstrated ability to collaboratively develop and implement team operational plans that reflect the strategic direction of the University. Demonstrated ability to coach and mentors others to consider the longer term and wider implications of their decisions and actions.	Demonstrated high level ability to translate strategic direction into work priorities in a meaningful and inspiring way. Demonstrated ability to engage in high-level critical thinking and anticipate strategic risks to achieving the overall objectives of the University.	Demonstrated ability to set and communicate a compelling strategic direction in consideration of shifting environmental factors and emerging challenges/opportunities. Demonstrated high level ability to consider whole systems and leverage the complex links from the global to local scale in order to achieve tangible results in the tertiary sector.

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Engage People to Build Positive Relationships

The capability to proactively develop productive internal and external working relationships that are high in trust and influence positive outcomes.

Leading Self

Suggested Professional Levels 1 – 7

Suggested Academic Levels A – B

Demonstrated ability to use empathy and build trust in order to develop and sustain lasting relationships.

Demonstrated ability to maintain confidentiality and effectively liaise with and provide information and advice to internal and external clients, both orally and in writing.

Leading Others

Suggested Professional Levels 6 – 9

Suggested Academic Levels B – C

Demonstrated ability to foster teamwork, recognise positive behaviours and results, and effectively resolve conflict using appropriate and respectful strategies.

Demonstrated ability to lead diverse teams including the provision of appropriate coaching, mentoring, direction, and delegation.

Leading Leaders

Suggested Professional Levels 8 – 10

Suggested Academic Levels C – D

Senior and Executive Positions

Demonstrated high level ability to direct effective work teams, resolve conflict, and participate in positive and successful organisation wide teams working to achieve University objectives.

Demonstrated ability to negotiate firmly, tactfully, and persuasively in contentious situations to resolve difference and achieve outcomes.

Leading Organisation

Suggested Academic Levels D – E

Senior and Executive Positions

Demonstrated high level ability to establish credibility, and use interpersonal skills to develop partnerships with a broad range of stakeholders external to the University.

Demonstrated high level ability to effectively communicate highly complex issues and topics to a wide range of internal and external audience with a view to sustain excellence at USQ.

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Strive for Performance Excellence

The capability to strive for high performance while maximising resources to achieve results that are aligned with the goals of the University.

Leading Self

Suggested Professional Levels 1 – 7

Suggested Academic Levels A – B

Demonstrated ability to set appropriate goals, prioritise work, follow through on tasks, report progress, and achieve results.

Demonstrated commitment to strive to exceed performance expectations by identifying better ways of working or opportunities to contribute to the work of others.

Leading Others

Suggested Professional Levels 6 – 9

Suggested Academic Levels B – C

Demonstrated ability to identify, manage, and utilise all available resources to ensure team success and the delivery of tangible results.

Demonstrated ability to challenge one's self and the team in order to achieve high quality results aligned with the goals of the University.

Leading Leaders

Suggested Professional Levels 8 – 10

Suggested Academic Levels C – D

Senior and Executive Positions

Demonstrated ability to optimise expertise within the organisation to improve overall performance and delivery of University outcomes.

Demonstrated ability to collaboratively develop high level plans and strategists that clearly define required outcomes, coupled with high level ability to drive the delivery of results.

Leading Organisation

Suggested Academic Levels D – E

Senior and Executive Positions

Demonstrated high level ability to create a safe, healthy, and highly performance organisation.

Demonstrated high level ability to foster a mindset of achievement across the University that ensures that ideas and intended actions become reality.

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Show Courage, Resilience, and Adaptability

The capability to respectfully have difficult conversations and maintain integrity, while influencing, accepting, and committing to change.

Leading Self

Suggested Professional Levels 1 – 7
Suggested Academic Levels A – B

Demonstrated ability to remain flexible, be respectful, show initiative, and respond quickly during periods of change to support the success of change initiatives.

Demonstrated commitment to integrity and behaviour that is in alignment the University Values.

Leading Others

Suggested Professional Levels 6 – 9
Suggested Academic Levels B – C

Demonstrated ability to support implementation of organisational change, including the ability to confront and deal with inappropriate behaviours, in line with the University Values.

Demonstrated ability to seek, reflect upon, and integrate feedback to enhance performance, coupled with a strong capacity and willingness to modify unproductive behaviours.

Leading Leaders

Suggested Professional Levels 8 – 10
Suggested Academic Levels C – D
Senior and Executive Positions

Demonstrated ability to effectively work in situations of ambiguity, with the resilience and persistence needed to deal with issues that cannot be immediately or perfectly resolved.

Demonstrated high level ability to lead change while dealing constructively with resistance, in line with the University Values.

Leading Organisation

Suggested Academic Levels D – E
Senior and Executive Positions

Demonstrated high level ability to act with moral courage in order to make difficult decision, coupled with the ability to explain the impact of decisions on staff and students.

Demonstrated ability to create a workplace that encourages and supports openness, persistence, and genuine debate about critical issues.

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Leverage Emerging Technologies

The capability to learn and work in an online– and digitally-enabled environment, while embracing new technologies that are fit for purpose.

Leading Self

Suggested Professional Levels 1 – 7

Suggested Academic Levels A – B

Leading Others

Suggested Professional Levels 6 – 9

Suggested Academic Levels B – C

Leading Leaders

Suggested Professional Levels 8 – 10

Suggested Academic Levels C – D

Senior and Executive Positions

Leading Organisation

Suggested Academic Levels D – E

Senior and Executive Positions

Demonstrated ability to understand and use fit-for-purpose technology relevant to the work being undertaken.

Demonstrated ability to filter large volumes of information for importance, and understand how to maximise performance using a variety of tools and techniques.

Demonstrated ability to leverage connective technologies to share ideas, improve work flow, and achieve team outcomes, regardless of the physical location of team members.

Demonstrated ability to ensure team members engage in safe, respectful, and responsible digital behaviour that is aligned with the purpose, vision, and values of the University.

Demonstrated ability to critically develop, assess, and promote the business case for the introduction of new technology solutions that improve efficiency and effectiveness across the university.

Demonstrated ability to incorporate the use of cutting edge technology to support the achievement of work objectives.

Demonstrated high level ability to encourage research and application of emerging technologies relative to the strategic direction of the University.

Demonstrated high level ability to create a workplace culture of continuous improvement, in which new technologies are created and/or sourced in support of achieving University objectives.

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Shape the Future

The capability to create opportunities for innovation by creatively pursuing new ideas, taking measured risks, and leveraging diversity to challenge the status quo.

Leading Self

Suggested Professional Levels 1 – 7

Suggested Academic Levels A – B

Demonstrated ability to constructively question and challenge the way things have always been done in order to identify opportunities for improvement.

Demonstrated ability to understand one's self and use situational adaptability to respond to the unique and unexpected circumstances of the moment.

Leading Others

Suggested Professional Levels 6 – 9

Suggested Academic Levels B – C

Demonstrated ability to create inclusive teams in which a diversity of people feel they are valued, respected, and free to voice and try out new and creative ideas.

Demonstrated ability to identify, mitigate, and report on the operational risks and consequences associated with organisational decisions and actions.

Leading Leaders

Suggested Professional Levels 8 – 10

Suggested Academic Levels C – D

Senior and Executive Positions

Demonstrated ability to assess and address strategic risks while providing timely guidance to cross functional teams in order to move new ideas forward.

Demonstrated high level ability to leverage cross cultural perspectives and a diverse work force to drive continuous improvement and innovation.

Leading Organisation

Suggested Academic Levels D – E

Senior and Executive Positions

Demonstrated high level ability to capitalise on innovative alternatives to resolve complex problems that may not have been experienced previously.

Demonstrated ability to create a risk-tolerant culture of innovation by holding others accountable for working collaboratively to implement strategies that create operational efficiencies.

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