LEADERSHIP
everybody's business

Everybody at ACER can provide leadership in their day-to-day work.

The ACER Leadership Framework identifies a range of leadership behaviours.

Setting Directions

Leadership involves strategic thinking and planning for the future.

- monitoring external developments and evaluating their implications for ACER
- identifying opportunities for new approaches and areas of work
- identifying how work could be improved or done differently in the future
- securing the commitment of others to pursue future possibilities
- setting goals, strategies and timelines for achieving plans

Pursuing Excellence

Leadership involves an ongoing search for new and better ways of working.

- setting and pursuing high standards in day-to-day work
- identifying and implementing 'best-practice' methods and solutions
- supporting and encouraging questioning, risk-taking and innovation
- working to improve internal systems and processes
- acknowledging excellence and celebrating success

Working Collaboratively

Leadership involves building highly effective internal and external relationships.

- contributing to highly effective, collaborative team environments
- promoting cooperation and cohesiveness and capitalising on expertise and synergies across ACER
- acknowledging and respecting the perspectives of others
- building and maintaining productive long-term relationships with external agencies, clients, suppliers and partners
- disseminating and promoting ACER's work to external audiences

Supporting Colleagues

Leadership involves supporting and contributing to the development of others.

- actively promoting a learning culture in which everybody is expected to learn and develop
- providing opportunities for colleagues to learn and gain experience
- sharing own expertise, including by mentoring and developing the skills of less experienced staff
- developing an awareness of colleagues' strengths, interests and expertise
- working to ensure that ACER has highly capable staff

Embracing Change

Leadership involves being open to change and leading change when appropriate.

- accepting change as a necessary aspect of organisational development
- explaining the reasons for particular changes
- leading change in areas of responsibility
- planning for change and communicating the implications of change to others
- monitoring and evaluating the implementation of change
- dealing constructively with inappropriate opposition to change

Developing Self

Leadership involves self-management, self-reflection and self-improvement.

- seeking regular feedback on own performance
- understanding own strengths and weaknesses and creating plans for self-development
- welcoming new challenges and opportunities for personal growth
- adopting a positive attitude to mistakes and the opportunities they provide for learning
- modelling openness, honesty, integrity and compassion

ACER

ACER

MISSION

ACER's mission is to create and promote research-based knowledge and tools that can be used to improve learning across the lifespan.

CORE BELIEF

Underlying this mission is our belief in the importance of ongoing, lifelong learning both for the fulfilment of individuals and for the well-being of society, and our commitment to the use of systematic investigation, evaluation and critical reflection in the search for ways to improve learning.

ACER VALUES

Expertise – producing high quality, innovative research and research-based services and materials to improve learning

Innovation – taking a creative, flexible and bold approach to the development of knowledge, services and materials

Independence – providing advice and commentary that is informed through research, is authoritative, and non-aligned

Integrity – being ethical, honest and trustworthy in all our relationships and interactions

Responsiveness – anticipating, understanding, meeting and exceeding client and customer expectations

Reflection & improvement – being self-reflective and listening to and learning from others in order to improve the quality of our work, our efficiency and productivity

Positive relationships – creating an organisational environment characterised by respect, fairness, openness and support of physical and emotional wellbeing

Individual fulfilment – encouraging personal contribution and achievement, and the pursuit of excellence