

COMPETENCIES

Accountability:

- Operates with honesty and is transparent in actions, tasks and expectations.
- Reviews and assumes additional responsibilities.
- Follows through on commitments by delivering work that meets professional standards while displaying ongoing confidentiality.
- Does not blame others or external pressures for mistakes.

Communication:

- Creates opportunities, and forums for discussion, and idea-sharing.
- Demonstrates understanding of the feelings, motivations, and perspectives of others.
- Tailors messages to meet the needs of different audiences.
- Remains calm when dealing with others who are upset or angry.
- Seeks feedback on their communication skills.
- Effectively and appropriately interacts with others to build relationships, influence others, and facilitate the sharing of ideas and information.
- Achieves buy-in, and consensus from people who share widely different views.

Creativity & Innovation:

- Creates an environment empowering individuals to champion improvements to processes, and outputs.
- Utilizes appropriate brainstorming techniques to generate ideas.
- Acknowledges uncertainty, and shares constructive coping strategies with team members and stakeholders.
- Proposes creative and innovative ideas.
- Acts as a role model for leading people through change and uncertainty.
- Respectfully acknowledges the fears, and concerns of others when faced with uncertainty and takes actions to mitigate negative impacts of change.

Service Excellence:

- Uses listening, and questioning to determine stakeholder needs.
- Keeps people up to date, and well informed.
- Builds processes from the community's, rather than the organization's, point of view.
- Implements processes to record, and analyze people's feedback, and the overall stakeholder experience.

Leadership:

- Presents oneself in a positive manner that supports the organization.

- Will look for consensus to build commitment and support for a decision or project.
- Will elicit the feedback of others to improve and respond to situations or decisions.
- Fully supports change and will work with others to increase cohesiveness and addresses issues.
- Has a high level of credibility with staff, stakeholders and clients.
- Builds and maintains partnerships that are critical to the ongoing success and image of the organization.

Personal Growth:

- Actively seeks opportunities to learn new knowledge, and skills.
- Actively solicits feedback on their own performance from others.
- Learns lessons from both successes, and failures.
- Takes ownership over their own development.

Relationships:

- Understands role on the team, and associated responsibilities, and accountabilities.
- Honour and value diverse perspectives through engagement.
- Recognizes and responds to the concerns and perspectives of others either internally or externally such as stakeholders.
- Develops current relationships by establishing respect, trust, support and understanding.
- Builds on established rapport by asking questions to identify shared interests and to develop a common ground.
- Recognizes others assistance and contributions with gratitude and appreciation.
- Recognizes and builds networks or working relationships with others who can provide information, support, knowledge and experience in response to current and future needs.

Adaptability:

- Recognizing potential situations and responding with solutions, tactics or approaches to reduce or eliminate issues.
- Collaborates with diverse individuals in order to maintain organizational effectiveness during periods of uncertainty or change.
- Encourages different opinions and perspectives.
- Takes the lead in implementing changes by engaging others, addressing behaviours and anticipating barriers.
- Researches new information, skills and approaches in order to adapt to changing needs.

Task Management:

- Oversees ICA operational activity

- Leads a subsystem project or component activity.
- Structures time for relationship building.
- Plans and leads effective meetings.
- Adapts tasks and work plans to changing situations.
- Anticipates issues and develops risk management protocols.

Production:

- Finds or creates ways to measure performance against goals.
- Identifies and pursues desired outcomes for projects and meetings.
- Continues to work toward achievement of goals in the face of obstacles.
- Includes others in the decision-making process as warranted to help make the most appropriate decision and to gain buy-in.
- Addresses problems directly in a timely manner.

Development of others:

- N/A based on chart examples

Strategic Thinking:

- Responds to work responsibilities and requirements with a solid understanding of the mission, vision, values and objectives of the organization.
- Reprioritizes responsibilities in order to respond to the changing needs of the organization.
- Asks questions to gain a clear understanding.
- Has a solid understanding of the strengths and weaknesses of the organization as compared to the external environment.

Organizational and Environmental Awareness:

- Politically aware, and can identify key players internally, and externally.
- Makes decisions, and performs in a manner which is congruent with the organization's mission, vision, and values.
- Understands the organization's core functions, and capabilities.
- Understands how their job contributes to organizational goals, and key performance indicators.
- Demonstrates understanding of the strategic direction of the organization.

Results Orientation:

- Continuously strives to meet or exceed organizational and departmental goals and objectives.
- Completes all assigned duties on a consistent basis with energy and drive.

- Is persistent and responds well to setbacks and continues to search for solutions and results, regardless of difficulty.
- Adhere to all internal control procedures, forwards concerns and complies with organizational policies, procedures and practices to guarantee results.

Resource & Fiscal Management:

- Makes decisions that align with organizational resource and financial limitations.
- Prioritizes and streamlines work to maximize working hours while reducing overtime requirements.
- Adheres to all internal control procedures, forwards concerns and complies with organizational policies, procedures and practices surrounding resources, time and finances

Decision Making:

- Makes effective decisions about work task priorities based on their level of authority.
- Navigates through ambiguity, using multiple data points to analyze issues.
- Takes ownership over decisions, and their consequences.
- Thoroughly analyzes impact of possible solutions and decisions, and shares probable impacts based on experience.
- Leveraged by others as a credible source whose opinion is valued within the organization.

Critical Thinking:

- Gathers and analyzes information using past experience, organizational practices and processes in order to set a course of action.
- Identifies future opportunities and develops action plans in order to best utilize the opportunity.
- Uses multiple sources in order to gather complete and accurate data. Asks knowledgeable people in order to gain insight, information and perspectives in order to assist with next steps.
- Is able to reflect on past experience and organizational practices and processes in order to develop consistent action plans.
- Anticipates when situations will require higher level support and involves the right people in addressing needs in order to develop outcomes.