



Administrative Employee PDP Guide  
&  
CNC Competencies Dictionary

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## Table of Contents

CNC Mission	3
CNC Vision	3
CNC Values	3
Introduction	4
Performance and Development Plan Principles	4
Performance and Development Plan Cycle	5
CNC Competencies Dictionary	7

## CNC Mission

The College of New Caledonia, as a comprehensive college, provides access to lifelong learning and facilitates the achievement of personal and educational and personal goals. We are responsive to the diverse needs of our students, our employees, and the communities in our region. In a dynamic, consultative environment, we deliver quality programs and promote the success of every student.

## CNC Vision

The College of New Caledonia will deliver programs and services of the highest standard possible to our learners. CNC will be recognized regionally and internationally for implementing effective learning opportunities, which will increase educational access for our learners. Students, employees and communities will share “one experience” of CNC. Our programs will support the development of local, regional and global leaders.

## CNC Values

### Respect

We respect and value each individual by being inclusive and embracing the diversity of our learners and college communities.

### Accountability

We are accountable to each other and to the college community for our actions and for achieving our commitments.

### Integrity

We act with integrity, fulfilling promises and ensuring open, respectful relationships.

### Transparency

We conduct ourselves in an open, honest, and transparent manner.

### Relationships

We work together to advance CNC in its academic mission and in fostering respectful relationships.

## Introduction

The College of New Caledonia values the contribution of its Administrative employees in working to achieve the Mission, Vision, and Values of the organization. The College has established a Performance and Development Plan (PDP) that provides a process for employee planning and reviews on an annual basis and sets the foundation for achieving and acknowledging excellence. The value of the PDP is in the process of ongoing communication, which occurs between supervisor and Administrator throughout the year, in support of accomplishing the strategic objectives of the College. The process includes clarifying expectations, identifying goals, setting objectives, providing feedback, and evaluating results. In addition, the PDP helps to ensure employees have the skills to succeed both in their present position and in future opportunities. Please refer to the [HR webpage](#) to access the Administrative Employee Performance and Development Plan Template document.

## Performance and Development Plan Principles

- The PDP is intended to promote a culture of excellence, achievement of results, openness, trust and mutual understanding of appropriate expectations and results.
- The PDP facilitates recognition, support, encouragement and constructive feedback.
- The PDP is intended to support the review of performance on a regular basis as a living document. It is not intended to be limited to an annual review.
- The PDP strengthens the working relationship between supervisor and employee as they work collaboratively together to identify and clarify priorities to be addressed throughout the year.
- The PDP promotes clear alignment between individual goals and departmental/organizational strategic and action plans allowing employees to achieve the best possible performance.
- The PDP is a process of planning and review that assists employees with identifying and meeting key work and competency goals.
- The PDP allows employees to develop existing and new capabilities for their jobs and to target professional development.
- Supervisors are accountable for engaging their employees in the PDP process on a regular basis, including scheduling the planning, assessment, and regular meetings.
- Administrative employees are responsible for their own performance and for participating in each stage of the Performance and Development Planning process.
- The PDP aids in the documentation of Administrator performance, and satisfactory performance is required for merit based compensation increases as outlined in the Administrative Personnel Policy.
- All discussions and evaluation forms pertaining to the PDP are treated in a confidential manner. Completed Performance and Development Plans will be stored in personnel files in the Human Resources Department.

## Performance and Development Plan Cycle

The PDP cycle is a process comprised of three phases:

- Phase I – Planning: June – July
- Phase II - Monitoring and Updating: August – May
- Phase III - Summary and Assessment: May – June

### *Phase 1: Planning*

The Planning phase should take place between May and June for the upcoming academic year starting August 1. The Administrator will have preliminary discussions with their supervisor to discuss and clarify expectations, identify goals, and set objectives. The Administrator will also include Department goals within the PDP. The Administrator will complete Sections 1, 2, and 3 of the PDP and then forward the draft PDP to the supervisor. The supervisor will determine required proficiency levels for each of the job specific competencies, to be discussed with the Administrator. See CNC Competency Dictionary on page 7 for more information. A meeting will be scheduled to review, discuss and finalize the plan and both the Administrator and supervisor sign off on the plan.

After completing Phase 1, submit the PDP to [hr@cnc.bc.ca](mailto:hr@cnc.bc.ca).

### *Phase 2: Monitoring and Updating*

From August to May, the Administrator and supervisor are responsible for participating in informal or formal meetings to discuss progress, challenges, and supports that will assist the Administrator in being successful. In collaboration, they can make necessary changes to the plan as priorities or goals shift.

The supervisor is responsible for providing ongoing coaching and support to help the Administrator meet objectives and develop the competencies required.

### *Phase 3: Summary and Assessment*

During May and June, the Administrator will assess their effectiveness in accomplishing goals, outcomes and results that were outlined at the beginning of the year. They will also identify goals that were not met and the reasons for variances and determine which goals will be included in the next planning cycle.

They will then assess, give examples and comment on how they are meeting the CNC competencies.

The supervisor will schedule a PDP meeting to review the current PDP and to begin planning for the next year\*.

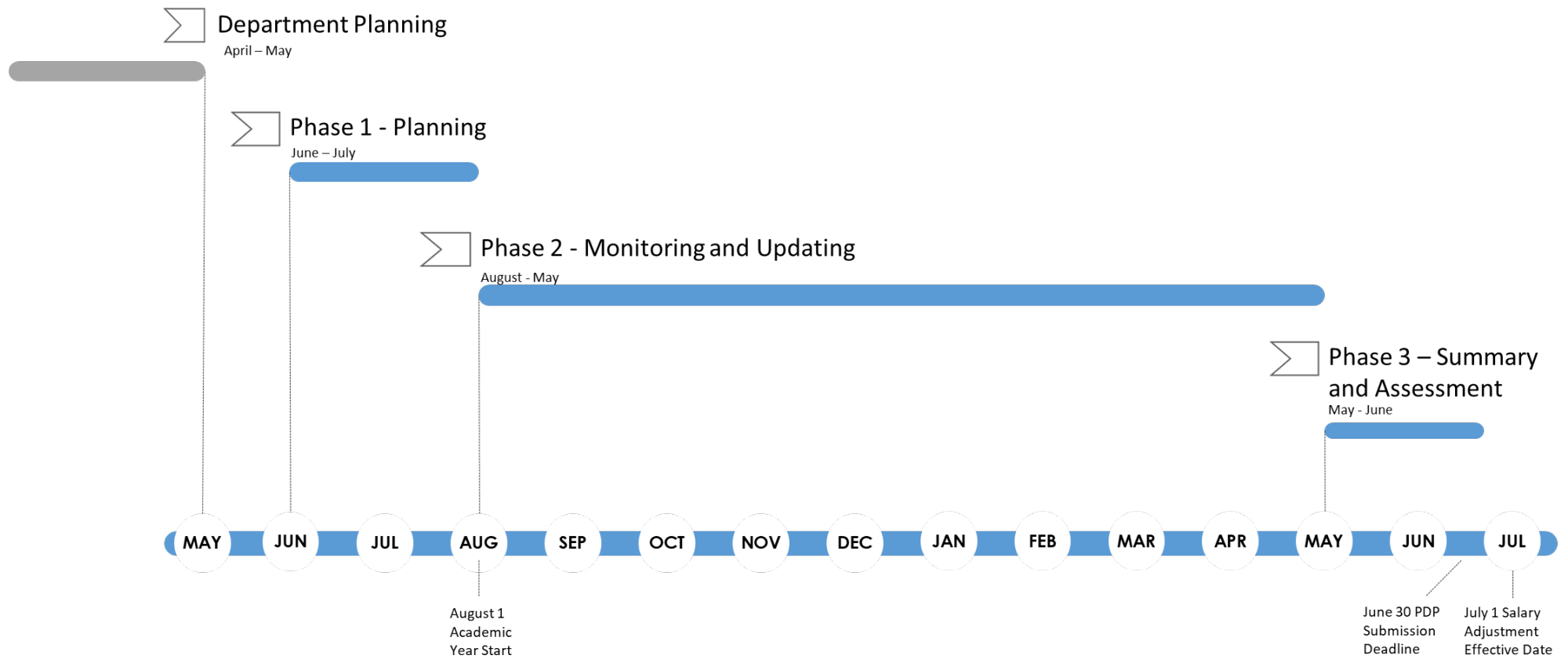
The Administrator and supervisor will meet and engage in open dialogue about the review process. The supervisor will recognize accomplishments and contributions achieved over the review period. Each will be willing and prepared to provide examples of how goals and job competencies have/have not been met. Both the Administrator and supervisor will complete the comments sections (if desired) at the end of the document and sign off on the completed PDP.

The supervisor will then forward the completed PDP to Human Resources for the Administrator's personnel file **no later than June 30th**. The PDP aids in the documentation of Administrator performance, and satisfactory performance is required for merit based compensation increases as outlined in the Administrative Personnel Policy.

\*The Summary and Assessment phase takes place at the end of the reporting year and it is recommended that the conversation for the Planning phase the upcoming academic year occur at the same time.

For further information or support, please contact Human Resources at Local 5828 or [hr@cnc.bc.ca](mailto:hr@cnc.bc.ca).

# PDP Timeline



## CNC Competencies Dictionary

The term competency can sometimes cause confusion especially when it comes to implementing and developing internal systems to align with organizational needs. The main reason that competency models are considered best practice is because, rather than focusing on specific tasks and responsibilities, the organization sets up behaviours and actions that are strategically focused on the achievement of goals. Competencies can be used in the hiring and recruitment practices and should also form part of the organization's performance management system.

This dictionary contains 17 competencies along with corresponding actions. Each competency contains four proficiency levels and each level is described in terms of behavioural indicators. Competency scales are cumulative meaning a level three would also include the behaviours of the previous levels.

All CNC Administrators will be evaluated against six standard competencies. Each Administrator, in discussion with their supervisor, can choose a few additional competencies that are appropriate for their position to focus on each year. An Administrator may not necessarily require the same level of proficiency for all competencies. It is important to look at the Administrative job requirements and select the most appropriate level for the specific position.

At the beginning of the year, the supervisor will use the following competency dictionary to select the required proficiency level that is needed in order for the individual to be successful in their role. They will also identify which proficiency level the Administrator is currently at.

At the end of the year during the Summary and Assessment phase, both the Administrator and the supervisor will use the comment section below each of the competencies for specific examples, information and/or reflection on how the proficiency of each competency was maintained or developed further. The supervisor will then identify the proficiency level at the end of the year for each competency.

- |   |                                    |
|---|------------------------------------|
| 1. Organizational & Environmental Awareness | 10. Decision Making                |
| 2. Accountability                           | 11. Leadership                     |
| 3. Teamwork                                 | 12. Negotiation                    |
| 4. Service Orientation                      | 13. Planning and Organizing        |
| 5. Networking and Relationship Building     | 14. Problem Solving                |
| 6. Communication                            | 15. Risk Management                |
| 7. Strategic Thinking                       | 16. Adaptability                   |
| 8. Analytical Thinking                      | 17. Resource and Fiscal Management |
| 9. Critical Thinking                        |                                    |

Highlighted competencies are standardized competencies for all CNC Administrators.

**1. Organizational and Environmental Awareness:** shows commitment to the organizational mandate, mission, vision and values by acting in accordance with organizational expectations and through having a solid understanding of the internal environment. Uses knowledge of organizational and business climate to solve issues and accomplish goals and business strategies, complies with and enforces organizational policies, procedures and practices.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responds appropriately to organizational operations with a solid understanding of the mission, vision and values	Continuously aligns position to overall objectives of the organization	Aligns the internal environment to the overall direction of the organization	Develops a clear vision and strategic plans to address the long term plans of the organization
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Understands and supports the organizational vision, mission and values</li> <li>- Recognizes how position tasks and responsibilities impact organizational goals and strategies</li> <li>- Understands and complies with the policies and procedures that pertain to the position</li> <li>- Has a clear understanding of positional boundaries, moves concerns to the right position and respects the boundaries and authority of other positions within the environment</li> </ul>	<ul style="list-style-type: none"> <li>- Aligns with the current and future needs of the organization by adapting priorities, tasks and deadlines</li> <li>- Understands how positional and team responsibilities relate to and impact other internal teams or groups by taking actions that increase internal cohesiveness</li> <li>- Responds to commitments and situations with a solid understanding of the mission, vision, values and goals of the organization by communicating and developing actions that support the organization</li> <li>- Clearly supports and understands the importance and reasoning behind organizational policies, procedures and practices</li> </ul>	<ul style="list-style-type: none"> <li>- Ensures actions meet both internal and external needs by aligning organizational policies, procedures and practice with external laws, legislation and rules</li> <li>- Communicates how the vision and established goals of the organization align with the objectives, projects and responsibilities of internal team or groups</li> <li>- Generates excitement and commitment to the vision, mission and values of the organization</li> <li>- Discusses the internal environment with senior leadership to influence current and future plans</li> </ul>	<ul style="list-style-type: none"> <li>- Scans the internal and external environment to identify emerging trends, concerns and opportunities in order to develop plans that will impact the long term strategy of the organization</li> <li>- Develops and influences the organization's future plans and vision</li> <li>- Clearly communicates the objectives of the organization to grow engagement</li> <li>- Makes revisions to the internal operations and structure in order to strengthen the organization and achieve long term objectives</li> </ul>



**2. Accountability:** takes personal ownership and responsibility for the quality and timeliness of work commitments. Follows organizational guidelines, professional standards, regulations and principles. Demonstrates reliability and integrity on a daily basis.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responds to job related commitments by meeting deadlines and being reliable	Reviews and assumes additional responsibilities	Balances organizational, team and individual commitments	Evaluates and responds to complex requirements that support the organizational direction
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Completes assignments and work commitments on time following organizational standards</li> <li>- Delivers quality work with limited errors</li> <li>- Acknowledges errors or mistakes and takes ownership over corrections</li> <li>- Maintains acceptable attendance and understands the importance of confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>- Follows through on commitments by delivering work that meets professional standards while displaying ongoing confidentiality</li> <li>- Takes assignments and ensures workload is consistent with team and organizational requirements</li> <li>- Does not blame others or external pressures for mistakes</li> <li>- When required, will work extra hours or shift priorities to meet deadlines and commitments</li> </ul>	<ul style="list-style-type: none"> <li>- Takes responsibility and ownership over team commitments and mistakes</li> <li>- Respects individual, team and organizational confidentiality</li> <li>- Communicates expectations and determines what will be accomplished including the required steps and actions that incorporate regulations and principles consistent with organizational practices</li> <li>- Operates with honesty and is transparent in actions, tasks and expectations</li> </ul>	<ul style="list-style-type: none"> <li>- Displays a high level of organizational confidentiality and respects the sensitivity of information</li> <li>- Responds to organizational quality by recognizing critical errors in processes and practices</li> <li>- Obtains and evaluates information, resources and training required to meet organizational requirements</li> <li>- Ensures that organizational guidelines, professional standards, regulations and principles are integrated within organizational commitments</li> </ul>

**3. Teamwork: works cooperatively and effectively with others to reach a common goal. Participates actively in group activities; fostering a team environment.**

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Participates in team or group activities, offers help to team members	Shares ideas, concerns and solutions with the team	Encourages others to participate in team activities, ensures teams are working effectively	Places a high value on teamwork and sets values and objectives that encourage team cohesiveness
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Understands individual tasks and how they fit into the common goal</li> <li>- Participates in team building and work towards achieving team objectives</li> <li>- Respects contributions of all team members, demonstrates cooperation, and supports team decisions</li> <li>- Meets deadlines and commitments set by team</li> </ul>	<ul style="list-style-type: none"> <li>- Communicates effectively to team members regarding job tasks, responsibilities and project processes</li> <li>- Shares knowledge and experience with team members and others and solicits input and feedback from others</li> <li>- Contributes to team goals by helping others when required with responsibilities and assignments</li> <li>- Brings forward ideas, solutions and concerns to help the team problem solve and solution build</li> </ul>	<ul style="list-style-type: none"> <li>- Encourages, supports and motivates team members to share ideas, knowledge, solutions and concerns</li> <li>- Recognizes and responds to team members who are not participating either through encouraging them to be involved or through assigning responsibilities</li> <li>- Capitalizes on the strengths, weaknesses, skills and abilities of team members by assigning tasks and responsibilities that align with individual strengths</li> <li>- Encourages team members to work together in order to build on weaknesses and strengths, either through mentoring or coaching</li> </ul>	<ul style="list-style-type: none"> <li>- Develops teams that offer a diverse range of perspectives and experience in order to develop plans or actions that consider all factors</li> <li>- Values and encourages teamwork through daily actions and by soliciting the feedback from all levels of the organization</li> <li>- Sets a standard for teamwork by offering assistance to all levels</li> <li>- Builds cooperation and communication between multiple teams, recognizing when different teams can work together for improved success</li> </ul>

#### 4. Service Orientation: provides superior service to both internal and external customers.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responds to client needs and internal requests	Works on a continuous basis to meet or exceed client and organizational needs	Goes above and beyond regular client and organizational expectations by offering added value	Anticipates long term client requirements and identifies required improvements to service delivery
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Ensures that work meets the needs of the client by considering the client's needs when completing work, making suggestions and providing service that typically results in client satisfaction</li> <li>- Always displays professionalism, respect and dignity in daily interactions</li> <li>- Follows through on commitments and responds to inquiries, emails, requests and complaints in a timely fashion</li> <li>- Provides a level of service and assistance that is consistent with organizational guidelines and practices</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrates commitment to the client, by clarifying expectations and taking the necessary steps to fulfill request</li> <li>- Revises approach or actions based on client concerns or additional information</li> <li>- Recognizes potential problems and works to resolve issues before they progress</li> <li>- Uses client feedback to make changes in work processes and procedures and personally commits to resolving any client issues</li> </ul>	<ul style="list-style-type: none"> <li>- Draws on personal experience and knowledge to provided additional added value service by making recommendations for improvements or identifying potential issues</li> <li>- Delivers and provides additional information or service beyond client expectations</li> <li>- Builds rapport and committed relationships with clients, evaluates service delivery and makes recommendations to improve satisfaction</li> <li>- Builds and maintains connections with internal and external groups that could improve organizational delivery and/or client satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>- Analyzes and anticipates the client's long term business needs by establishing a clear sense of their organizational and business strategies</li> <li>- Builds strong collaborative and mutually beneficial relationships with clients and partner agencies</li> <li>- Develops and implements practices and programs that will benefit the organization while improving client satisfaction</li> <li>- Identifies future / prospective clients and develops strategies for gaining / attaining their business</li> </ul>

**5. Networking and Relationship Building: effectively builds constructive, friendly, professional relationships and networks of key contacts with people and colleagues; maintains partnerships that can provide information, assistance and support.**

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Maintains positive productive working relationships	Builds on current working relationships while developing new ones	Networks and builds working relationships to respond to current and future needs	Has solid, long term networks and continues to increase networks in order to enhance strategic opportunities
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Develops and maintains work relationships that are required in order to achieve regular tasks and objectives</li> <li>- Easily establishes rapport, and communicates openly and effectively</li> <li>- Is tactful and diplomatic with the ability to remain calm and composed in difficult situations</li> <li>- Practices active listening and has a solid understanding of others</li> </ul>	<ul style="list-style-type: none"> <li>- Develops current relationships by establishing respect, trust, support and understanding</li> <li>- Recognizes and responds to the concerns and perspectives of others either internally or externally such as clients</li> <li>- Builds on established rapport by asking questions to identify shared interests and to develop a common ground</li> <li>- Recognizes others' assistance and contributions with gratitude and appreciation</li> </ul>	<ul style="list-style-type: none"> <li>- Recognizes and builds networks or working relationships with others who can provide information, support, knowledge and experience in response to current and future needs</li> <li>- Attends relevant networking events in order to develop new connections</li> <li>- Properly utilizes networks and working relationships when handling complex issues or situations</li> <li>- Provides information and assistance to others in order to maintain mutually beneficial networks and working relationships</li> </ul>	<ul style="list-style-type: none"> <li>- Has a positive, professional and credible reputation both internally and externally</li> <li>- Utilizes networks and working relationships to identify strategic opportunities and potential partnerships</li> <li>- Evaluates current networks in order to discover opportunities for expansion, in order to support the organization in meeting strategic objectives and goals</li> <li>- Identifies and utilizes networks or working relationships with decision making capabilities or those that can influence decisions</li> </ul>

**6. Communication:** expressing and transmitting information with consistency and clarity; using active listening techniques in order to effectively understand provided feedback; summarizing information according to the audience in order to promote engagement and increase understanding.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Effectively listens and communicates	Ensures that communication efforts meet the needs of various groups and are properly understood	Adapts communication to respond to audience or situational requirements	Strategically communicates for maximum results
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Communicates verbal and written information with clarity</li> <li>- Uses active listening and concentration in order to increase understanding</li> <li>- Writes with clarity and purpose, structures written documents in a logical order, ensures spelling and grammar are appropriate</li> <li>- Is polite and professional in both verbal and written communication</li> </ul>	<ul style="list-style-type: none"> <li>- Checks for understanding, by analyzing verbal and non-verbal responses and takes actions to correct misunderstandings</li> <li>- Summarizes large amounts of information and data in a clear concise language</li> <li>- Communicates effectively with various individuals and groups by taking into account verbal and written comprehension requirements</li> <li>- Demonstrates appropriate communication during difficult, high stress and/or emotional situations</li> </ul>	<ul style="list-style-type: none"> <li>- Anticipates and responds to audience needs by modifying the approach, content and format of the communication</li> <li>- Develops presentations and proposals that encourages buy in and support from others</li> <li>- Presents constructive feedback or difficult communication in a manner that supports expectations and fosters an open conversation</li> <li>- Reviews and disseminates critical and important information in order to share key points with others</li> </ul>	<ul style="list-style-type: none"> <li>- Identifies and presents information that will motivate, persuade, engage or influence others</li> <li>- Writes and verbally communicates using language, examples, graphics and pictures that are targeted to the audience</li> <li>- Uses several different arguments or points of view to support a position</li> <li>- Employs active listening, to summarize understanding and provides direction that clarifies points</li> </ul>

**7. Strategic Thinking:** analyzes and interprets the strategic direction of the organization, has a clear and firm understanding of the mandate, mission, vision, values and objectives of the workplace and uses that information to develop responsibilities, tasks, goals and initiatives that align with long-term plans and growth. Reflects on past experience, organizational practices and processes in order to determine the correct course of action. Is able to analyze the internal and external environment in order to identify current and future opportunities, challenges and risks.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Has a clear understanding of organizational objectives and aligns position to strategic requirements	Gathers and analyzes organizational information by using past experience and knowledge	Aligns the internal environment to the overall objectives and strategies of the organization	Analyzes the internal and external environment in order to develop current and long term strategies
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Understands how the position relates to the organizational vision, mission, values and objectives</li> <li>- Asks questions to gain a clear understanding</li> <li>- Aligns goals and tasks to organizational requirements with forethought to current objectives</li> <li>- Prioritizes work requirements with organizational objectives</li> </ul>	<ul style="list-style-type: none"> <li>- Asks knowledgeable people in order to gain insight and information on organizational objectives and long term plans</li> <li>- Is able to reflect on past experience and organizational practices and processes in order to develop tasks, goals and initiatives that align with organizational needs</li> <li>- Responds to work responsibilities and requirements with a solid understanding of the mission, vision, values and objectives of the organization</li> <li>- Reprioritizes responsibilities in order to respond to the changing needs of the organization</li> </ul>	<ul style="list-style-type: none"> <li>- Engages others within the workplace and team to achieve organizational objectives and strategies; links positions and teams by communicating the importance of roles and tasks</li> <li>- Asks pointed questions in order to gain more information and the perspectives of others, address issues and develop solutions that are aligned to the organization</li> <li>- Has a solid understanding of the strengths and weaknesses of the organization as compared to competitors and the external environment</li> <li>- Discusses the internal environment with senior leadership in order to influence organizational objectives</li> </ul>	<ul style="list-style-type: none"> <li>- Anticipates trends in the external and internal environment and develops long term (3-5) year strategies to move the organization forward</li> <li>- Has a solid understanding of new and current competitors including what products and services they offer to the marketplace</li> <li>- Analyzes and responds to industry and market trends that could potentially impact the organization's competitiveness</li> <li>- Makes revisions to internal operations and structure in order to meet and respond to changing objectives</li> </ul>

**8. Analytical Thinking:** applying systematic, logical reasoning when addressing problems or situations in order to arrive at an appropriate solution or outcome. Considers the various issues and components of the problem, develops sequential steps to address the situation and determines rational timeframes and priorities.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responds to and recognizes discrepancies and components of a situation	Continuously considers the components of a situation in order to determine an appropriate solution	Recognizes situations and examines facts in order to develop clear steps and solid assumptions	Evaluates, interprets and analyses critical, complex information
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Notices discrepancies within work and makes appropriate adjustments</li> <li>- Sets clear priorities that are consistent with work requirements</li> <li>- Ask questions and looks for answers to issues</li> <li>- Follows organizational structure and direction when responding to situations</li> </ul>	<ul style="list-style-type: none"> <li>- Researches situations by breaking down the problem into reasonable steps and identifies causes in order to determine options</li> <li>- Looks at past practice and gathers additional information in order to make sound choices</li> <li>- Sets realistic timeframes for work commitments</li> <li>- Identifies various causes or issues related to a situation</li> </ul>	<ul style="list-style-type: none"> <li>- Identifies possible situations or problems by analyzing team and individual data</li> <li>- Breaks problems or situations down into logical steps so that each part can be reviewed in detail</li> <li>- Adjusts and reprioritizes timeframes and deadlines in response to new situations or information</li> <li>- Makes intelligent assumptions in order to develop explanations and determine possible steps and options.</li> </ul>	<ul style="list-style-type: none"> <li>- Takes a multidimensional approach to problems or situations by analyzing gathered data and concepts to determine how each component is impacted</li> <li>- Identifies and breaks down critical components of complex situations in order to determine root causes</li> <li>- Evaluates the impact of possible outcomes to determine the best possible option for the organization</li> <li>- Sets attainable organizational goals that support the strategic direction</li> </ul>

**9. Critical Thinking:** analyzes and interprets data and information gathered from observation, investigations, formal and informal communication, reports, legislation and others in order to develop conclusions. Reflects on past experience, organizational practices and processes in order to determine the correct course of action. Is able to analyze the internal and external environment in order to identify current and future opportunities, challenges and risks.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Gathers details and information in order to effectively respond to requests	Gathers and analyzes information using past experience, organizational practices and processes in order to set a course of action	Interprets data through observation, investigations, communication, reports, legislation etc. in order to address needs	Analyzes the internal and external environment in order to identify current and future opportunities, challenges and risks
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Identifies who can provide needed information and insight</li> <li>- Asks questions to gain a clear understanding</li> <li>- Uses available tools and resources to respond to requests</li> <li>- Gathers the perspective from others involved</li> </ul>	<ul style="list-style-type: none"> <li>- Uses multiple sources in order to gather complete and accurate data</li> <li>- Asks knowledgeable people in order to gain insight, information and perspectives in order to assist with next steps</li> <li>- Is able to reflect on past experience and organizational practices and processes in order to develop consistent action plans</li> <li>- Anticipates when situations will require higher level support and involves the right people in addressing needs in order to develop outcomes</li> </ul>	<ul style="list-style-type: none"> <li>- Engages others within the workplace and team to find out how they are doing and what problems or issues are happening</li> <li>- Asks pointed questions in order to gain more information and get the facts when details are missing or when others are hesitant</li> <li>- Has a solid understanding of legislation and mitigating factors to ensure actions are legally compliant</li> <li>- Questions the plans and actions of others to ensure they are well thought out and appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- Anticipates trends in the external and internal environment by developing proactive plans to address or prevent future factors</li> <li>- Identifies future opportunities and develops action plans in order to best utilize the opportunity</li> <li>- Anticipates how individuals, teams and others will respond or react to situations and develops plan or information to reduce concerns</li> <li>- Recognizes trends in different and unrelated situations in order to address root causes</li> </ul>



**10 Decision Making:** makes concrete, well informed and thought out decisions that support the overall organization. Has the ability to .make quick effective decisions even when data and details are limited. When making unfavourable decisions that might have negative consequences, will examine the impacts and potential implications to ensure that the decision is valid for the situation.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responds to work responsibilities and situations by making decisions that are common practice and expected of the position	Is able to adapt decision making based on circumstances or when presented with unclear information	Makes decisions on the fly or in the face of missing information that supports the organization even if it may be perceived as unfavourable	Makes strategic decisions that support the organization while clearly identifying current and future impacts or implications
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Uses known information and knowledge to make timely and appropriate decisions for the position</li> <li>- Decisions are aligned with position responsibilities, boundaries and organizational policies and practices</li> <li>- Can clearly explain the theory behind the decisions made</li> <li>- Will consult with others or move decision making to the appropriate level when the decision is outside of the position scope</li> </ul>	<ul style="list-style-type: none"> <li>- Considers past experience and potential impact when making decisions</li> <li>- Weighs the importance of data, experience, perspective and organizational goals when making decisions</li> <li>- Is able to adapt decisions based on new and changing information</li> <li>- Develops solutions that are acceptable for the majority of individuals involved</li> </ul>	<ul style="list-style-type: none"> <li>- Explains the rationale for strategic and/or decisions that impact the workplace</li> <li>- Makes timely decisions even when information is unclear or limited</li> <li>- Balances risks and potential implications before making a decision</li> <li>- Will make tough decisions that support the organization even if they may be perceived as unfavourable by others</li> </ul>	<ul style="list-style-type: none"> <li>- Makes strategic decisions that considers the interests of various stakeholders even when the situation is ambiguous</li> <li>- Aligns decisions with the mission, vision, values and future direction of the organization</li> <li>- Identifies and plans for the impacts or implications of decision making in the current and future environment</li> <li>- Understands the consequences of poor decision making and considers all factors prior to making decisions</li> </ul>

**11. Negotiation:** gains support for ideas, proposals and solutions from others; helps others to understand complex initiatives and sensitive situations to resolve disagreements and conflicts; reaches deals and compromises that work best for the organization; considers other opinions while holding strong to firm directions and goals.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responds to conflict directly and uses facts to gain support	Considers the audience to customize an approach that will gain support	Includes organizational needs and initiatives in order to develop solutions that build momentum	Builds trust and strong supports to push objectives forward and develop win-win solutions
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Uses facts and details to gain support from others; handles objections by providing concrete examples and information</li> <li>- Handles conflict by having an open discussion with the individual or individuals involved</li> <li>- Seeks support and coaching from supervisors to resolve conflicts either on their own or with the assistance of their supervisors</li> <li>- Clearly communicates concerns by stating point of view while being open to hearing other feedback, positions and comments</li> </ul>	<ul style="list-style-type: none"> <li>- Addresses concerns or issues in an transparent and professional manner and encourages others to approach situations in the same manner</li> <li>- Understands the audience and will use reasoning and interests of the group to persuade others to support the idea, proposal or solution; will adapt information and approach for maximum advantage</li> <li>- Presents situation or concern in a way that promotes understanding in order to quickly resolve problems</li> <li>- Considers many approaches in order to best address needs</li> </ul>	<ul style="list-style-type: none"> <li>- Remains objective and neutral, clarifies the issues and concerns of all sides to assist in collaboration and solution building</li> <li>- Considers other initiatives and objectives of the organization when developing ideas, proposals or solutions</li> <li>- Develops an approach that links idea, proposal or solution to other initiatives in order to gain quick support and build forward momentum</li> <li>- Recognizes when parties are unwilling to compromise and adapts approach in order to resolve the issue</li> </ul>	<ul style="list-style-type: none"> <li>- Fosters trust with other parties by being transparent, respectful and sensitive to individual needs; recognizes when to be cautious or assertive depending on the situation</li> <li>- Questions and counters offers and proposals without damaging relationships</li> <li>- Recognizes when parties are willing to compromise and develops a win-win solution or mutually agreeable recommendation</li> <li>- Builds support by including key individuals in solution building and with expert opinions and third party recommendations</li> </ul>

**12. Planning and Organizing:** accurately estimates duration and level of difficulty of tasks and projects, setting out goals, objectives and work plans to complete.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responds to positional, departmental and organizational needs by effectively managing priorities and responsibilities	Continuously adapts priorities and responsibilities in response to changing needs	Develops and oversees multiple plans for internal groups and teams, anticipates risks and takes appropriate steps	Develops and oversees strategic plans that impact the overall organization
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Figures out processes and resources needed to complete projects and tasks within the required timeframe</li> <li>- Divides projects into manageable tasks with set deadlines in order to keep projects moving forward</li> <li>- Includes the right people in projects to ensure information is completed correctly</li> <li>- Establishes priorities and identifies critical tasks that need to be handled immediately</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluates the progress of tasks, responsibilities and projects against scheduled timeframes in order to stay on track</li> <li>- Recognizes potential concerns or opportunities and makes necessary adjustments in order to respond to changing needs</li> <li>- Establishes internal controls in order to detect problems or issues as they happen in order to make necessary corrections</li> <li>- Manages multiple priorities and establishes timeframes and resources that are reasonable and attainable</li> </ul>	<ul style="list-style-type: none"> <li>- Anticipates obstacles and has contingency plans, demonstrates judgment and flexibility to adjust strategies</li> <li>- Develops, maintains and oversees multiple plans that impact the direction of working groups or teams, aligns necessary resources in order to ensure completion of plans</li> <li>- Analyzes and responds to risks related to teams or groups with a focus of reducing or eliminating perceived issues</li> <li>- Implements plans that are clear, manageable and attainable given the current and future expectations of individuals, groups and teams</li> </ul>	<ul style="list-style-type: none"> <li>- Responsible for plans that impact the overall organization</li> <li>- Develops plans that recognize and address emerging opportunities and threats</li> <li>- Realigns resources aimed at assisting the organization in reaching strategic priorities</li> <li>- Ensures risk management processes and tools are effective and used continuously in order to reduce assumed risk</li> </ul>

**13. Problem Solving: the ability to break a situation down into smaller pieces to identify key issues, figuring out cause and effect relationships in order to solve them using logic and analytical methods to come to a realistic solution.**

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responds to issues by offering solutions that fall within the positional responsibilities, involves others as required	Considers the issue from various angles; develops multiple solutions and adapts approach as required	Analyzes complex issues to develop approaches or solutions that are considered forward thinking and best practice	Develops solutions that consider internal and external factors with a focus on the long term objectives of the organization
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Identifies issue and offers basic solutions based on available resources</li> <li>- Attempts to resolve issues that fall within their scope and accountability</li> <li>- Involves or moves the issue on to the right person or authority to have the situation resolved</li> <li>- Makes suggestions at team meetings and to supervisor on potential/ known issues and possible solutions</li> </ul>	<ul style="list-style-type: none"> <li>- Breaks down issues in order to identify core components</li> <li>- Develops multiple solutions and considers the advantages and disadvantages of each solution</li> <li>- Asks questions and does research to learn more about the issue</li> <li>- Makes revisions and alters solution when required</li> </ul>	<ul style="list-style-type: none"> <li>- Anticipates obstacles and thinks of next steps and alternatives</li> <li>- Thinks of new concepts to rework the way things are done to solve problems or make improvements</li> <li>- Develops innovative or forward thinking approaches in order to solve complex problems</li> <li>- Stays updated on best practices and recommended actions in order to identify new approaches and methods that can be utilized to improve solution building</li> </ul>	<ul style="list-style-type: none"> <li>- Anticipates and recognizes long term problems that might exist and develops solutions to mitigate impacts</li> <li>- Develops comprehensive solutions that ultimately support the current and long term objectives of the organization</li> <li>- Analyzes complex problems to identify root causes along with possible opportunities and threats before developing a solution</li> <li>- Considers internal and external perspectives when developing solutions and setting the organizational direction</li> </ul>

**14. Risk Management:** identifies, analyzes, plans and responds to internal and external risks factors including security breaches and Health & Safety. Adheres to and ensures the organization is compliant with all Health & Safety laws, regulations, standards and required practices.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Operates in accordance with organizational practices	Continuously responds to changing factors by making necessary adjustments while supporting others to perform work safely	Reports on risk concerns and develops responses, ensures the organization is prepared for associated risks	Develops practices and structures that protect the organization from potential and known risks
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Performs work in accordance with organizational safety requirements</li> <li>- Participates in required safety training</li> <li>- Operates and maintains a safe and hazard free work space</li> <li>- Reports noticed and potential hazards to the appropriate group or individuals</li> </ul>	<ul style="list-style-type: none"> <li>- Considers and makes adjustments to work based on perceived risk or safety concerns</li> <li>- Clearly understands the difference between risk (which is likely to happen in the future) and problems (which are happening now) and acts accordingly</li> <li>- Makes adjustments and encourages feedback on safety or risk related actions</li> <li>- Does not take shortcuts that could increase the risk of Health &amp; Safety concerns, will notice when others are acting in an unsafe manner and work with them to ensure proper practice and protection</li> </ul>	<ul style="list-style-type: none"> <li>- Recognizes and reports potential hazards including security breaches. Develops contingency plans and implements new practices to reduce or eliminate potential risks</li> <li>- Ensures that organizational emergency supplies and required personal protective equipment are adequate for the environment and any recognized or associated risks</li> <li>- Analyzes risk warnings, events or safety concerns and develops preventive responses or immediate action plans</li> <li>- Encourages, promotes and recognizes employee safety and holds employees and work teams accountable for safety</li> </ul>	<ul style="list-style-type: none"> <li>- Analyzes and develops plans to eliminate or reduce risks to the overall organization; assigns responsibility, places workplace safety as a top priority; develops contingency plans and continually monitors internal and external risk factors</li> <li>- Ensures that the organization has adequate Health &amp; Safety and security measures; performs required inspections and responds proactively to changing needs</li> <li>- Communicates potential risk situations including action steps and possible impacts to stakeholders</li> <li>- Documents and analyzes all actual risk events to determine root causes and recommended changes</li> </ul>

**15. Adaptability:** adapting and responding to changing conditions, priorities, technologies and requirements. Recognizes new information and ideas with a willingness to alter opinions and behaviours. Applies versatility, reasoning and innovativeness in the face of change. Ability to collaborate comfortably in a variety of situations and with diverse individuals.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responding positively to changing needs and conditions	Continuously adapting behaviours and approaches to address specific situations	Recognizing potential situations and responding with solutions, tactics or approaches to reduce or eliminate issues	Planning and initiating complex changes in order to enhance the organization
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Understands that change happens and keeps an open mind to new initiatives</li> <li>- Is flexible to altering normal working conditions in order to get a job done (such as will work late, offers to assist a co-worker, takes assignments outside of regular job duties)</li> <li>- Recognizes the value of different opinions, approaches and perspectives</li> <li>- Remains positive during times of uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>- Researches new information, skills and approaches in order to adapt to changing needs</li> <li>- Supports the organization by adapting long term plans, goals, assignments and approaches to meet the needs of changing situations</li> <li>- Collaborates with diverse individuals in order to maintain organizational effectiveness during periods of uncertainty or change</li> <li>- Encourages different opinions and perspectives</li> </ul>	<ul style="list-style-type: none"> <li>- Anticipates future needs or changes within the work environment</li> <li>- Considers a variety of solutions and options that are consistent with the organizational direction in order address future needs</li> <li>- Takes the lead in implementing changes by engaging others, addressing behaviours and anticipating barriers</li> <li>- Reflects on current environment and how the change will be received</li> </ul>	<ul style="list-style-type: none"> <li>- Strategically plans and initiates long term goals and changes to ensure the organization is responsive to a diverse range of needs and situations</li> <li>- Develops approaches that align with the organization's established operating methods</li> <li>- Considers benefits, costs and impacts to the overall organization</li> <li>- Shifts priorities and alters strategies to respond to emerging opportunities or risks</li> </ul>

**16. Resource and Fiscal Management:** uses resources such as human capital, supplies, products, materials and other useable items effectively and with foresight to available and limited funds.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Operates with high attention to detail with respect to organizational resources and financial limitations	Makes positional decisions that align with organizational resources and financial limitations	Ensures that internal teams and groups are aligned with organizational resources and financial limitations	Develops priorities and plans that monitor, effectively use and respond to organizational resources and finances
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Controls and limits the use of internal resources</li> <li>- Understands and appreciates the time restrictions of others; limits questioning and conversations to essential requirements of the position</li> <li>- Analyzes job duties to determine wasteful practices that could be improved for great efficiency</li> <li>- Uses superior attention to detail when dealing with any form of currency. Ensures that invoices are correct, payment is authentic and that corrective action is taken with any suspected issues</li> </ul>	<ul style="list-style-type: none"> <li>- Participates in groups or committees in order to offer valuable contributions and opinions</li> <li>- Prioritizes and streamlines work to maximize working hours while reducing overtime requirements</li> <li>- Adheres to all internal control procedures, forwards concerns and complies with organizational policies, procedures and practices surrounding resources, time and finances</li> <li>- Ensures that training commitments align with positional and organizational requirements</li> </ul>	<ul style="list-style-type: none"> <li>- Monitors training requirements and develops plans that consider time constraints and potential impacts to productivity</li> <li>- Schedules staff to ensure responsibilities and obligations are fulfilled while limiting overtime requirements</li> <li>- Anticipates potential resource problems and makes needed adjustments to reduce or eliminate concerns</li> <li>- Monitors organizational or departmental budgets, ensuring compliance, offering feedback and cost saving alternatives to senior management</li> </ul>	<ul style="list-style-type: none"> <li>- Develops priorities and plans for the effective use of resources in order to meet organizational objectives that are aligned with financial constraints</li> <li>- Develops and maintains an internal control system that protects organizational funds and assets</li> <li>- Establishes the appropriate authority, responsibilities and accountabilities to organizational assets and objectives</li> <li>- Monitors and develops overall liabilities, revenues and expenditures, revises and realigns budgets and commitments based on changing needs</li> </ul>

**17. Leadership:** Maintains a professional and positive manner even under changing or uncertain conditions. Works well with a wide range of individuals to provide, support, coaching, encouragement and direction. Engages others in order to accomplish organizational goals and strategies.

Level	Level 1 Responsive	Level 2 Continuous	Level 3 Preventive	Level 4 Strategic
Overview	Responds positively to changing needs and conditions	Promotes and builds internal commitment	Builds on the strengths of the workplace and reduces internal weaknesses through training and development	Champions the organization both internally and externally, models exceptional behaviour
Behaviour Expectations	<ul style="list-style-type: none"> <li>- Seeks and values the input of others during routine tasks, projects or when making decisions</li> <li>- Moves conflicts or potential issues to the most appropriate person and level</li> <li>- Presents oneself in a positive manner that supports the organization</li> <li>- Works with colleagues and others to provide support during projects or change initiatives</li> </ul>	<ul style="list-style-type: none"> <li>- Will look for consensus to build commitment and support for a decision or project</li> <li>- Fully supports change and will work with others to increase cohesiveness and address issues</li> <li>- Will elicit the feedback of others to improve and respond to situations or decisions</li> <li>- Upholds the values of the organization by modeling behaviour that exhibits organizational expectations</li> </ul>	<ul style="list-style-type: none"> <li>- Considers both organizational needs and individual needs in order to create solutions that will enable top performance and success</li> <li>- Recognizes strengths and weaknesses of others and will match duties accordingly</li> <li>- Recognizes areas for improvement within oneself and others and will develop those areas through internal and external resources</li> <li>- Provides recognition and encouragement to team and others within the organization</li> </ul>	<ul style="list-style-type: none"> <li>- Develops and aligns organizational goals that fit within team and individual objectives</li> <li>- Builds commitment and engagement to the vision, mission and values of the organization</li> <li>- Communicates organizational successes internally and externally</li> <li>- Has a high level of credibility with staff, stakeholders and clients</li> <li>- Builds and maintains partnerships that are critical to the ongoing success and image of the organization</li> </ul>