

INDIVIDUAL LEARNING AND DEVELOPMENT MAP

FOR

Vice-Chairs of Regulatory and Adjudicative Agencies

Agency

Name of Vice-Chair

Completed by

Period Covered

Agency Logo
Here

How to use this tool:

Refer to “How to Use the Competency-Based Learning and Development Maps” or to the process defined by the agency for completing and using this tool.

What follows are eight competencies with a definition and elements of the position, which together describe effective performance in the position. Note: This map assumes that the position of Vice-Chair is typically all of the Member competencies plus three additional competencies: Leadership, Agency Governance and additional elements of Professional Awareness. You may wish to review these competencies to ensure the right mix of competencies between Member and Vice-Chair positions in your specific agency.

To complete a self-directed learning and development analysis, consider both the competency definition and the individual elements. Using position-specific competencies to identify individual learning and development helps to focus efforts and track progress. When completed, this document will contain personal information that should be treated confidentially.

- > Read the elements for each competency. In the space provided below each of the competency elements, make note of any learning needs to enhance skills or development opportunities where expertise may be used in new ways. If identifying development opportunities, provide detail of what the development opportunity might be and note examples of excellence in action that demonstrate the abilities.
- > The chart at the end of this tool may be used to summarize individual learning or development priorities and may be finalized into an individual learning and development plan in consultation with the Chair of the agency.

Examples of individual learning activities may include:

- job shadowing
- mentoring or coaching
- web-based courses
- self-directed studies
- conference sessions
- internal training sessions (created by internal agency resources such as legal, Vice-Chairs etc.)
- external training courses (community college, OPS)
- association, sector or industry-based learning events

Examples of developmental opportunities may include:

- chairing a committee
- leading a specific task or project
- designing / delivering sessions for other appointees on specific issues or skills
- presenting at a professional conference
- mentoring or coaching others
- participating in temporary or special assignments

LEADERSHIP

Leadership is the ability and commitment to achieve agency objectives by overseeing and steering the right courses of action to ensure the implementation of strategic plans and attainment of performance objectives. It includes knowledge of and leadership in the implementation of policies, processes and practices that align the operations with the strategic plan. It also involves the mentoring, coaching and development of others.

Elements:

How the skill / attribute is demonstrated for effective performance in the position.

- > Acts on behalf of and in conjunction with the Chair to provide leadership to the agency.
- > Identifies emerging policy issues and recommends strategies.
- > Keeps the Chair informed of the need for change to processes or practices to enhance effectiveness and efficiency, or meet changing stakeholder needs.
- > Participates on various internal and external committees as a representative of the agency.
- > Ensures that the protection of the public interest, the principles of natural justice and the mandate of the agency are honoured in agency policies, practices and procedures.
- > Counsels and advises appointees on new policies, processes and practices.
- > Maintains current knowledge in the agency's field of expertise and participates in professional development opportunities.
- > Mentors new appointees and provides them with professional development and training.
- > Provides assistance to others to enhance dispute resolution skills and efforts.

Note any learning needs to enhance skills or development opportunities to use expertise in new ways. If identifying development opportunities, provide detail and note some examples of excellence in action that demonstrate the abilities.

PROFESSIONAL JUDGEMENT

Professional judgement is the exercise of critical thinking, analysis and assessment of implications, identification of patterns, making connections of underlying issues, and the ownership of the outcome. Effectively exercised, it leads to fair, efficient processes and brings clarity and resolution to complex and ambiguous situations or issues.

Elements:

How the skill / attribute is demonstrated for effective performance in the position.

- > Uses professional experience to make assessments of facts, data, credibility and situations.
- > Applies professional knowledge to analyze issues, clarify positions and determine workable options or reach reasoned decisions.
- > Applies sound judgement assessing cases of conflicting verbal / written evidence or the assessment of credibility.
- > Facilitates open dialogue such that underlying issues and interests are revealed.
- > Assimilates information and applies law and legal principles to specific facts, evidence and positions. Makes clear and reasoned rulings / decisions.
- > Employs optimal timing and circumstances for either refraining from or making a decision or employing an alternative method of dispute resolution.
- > Maintains effective control over processes and keeps a steady focus on desired outcomes.
- > Hearings or reviews are conducted in accordance with the governing statute and the policies, procedures and rules of practice developed by the agency.
- > Rulings are made to ensure the proper and expeditious conduct, control and completion of hearings or reviews, which also uphold rules of natural justice.
- > Knows how to organize work and priorities in a manner that meets competing needs of due and fair process and timely resolution of matters.

Note any learning needs to enhance skills or development opportunities to use expertise in new ways. If identifying development opportunities, provide detail and note some examples of excellence in action that demonstrate the abilities.

LISTENING / UNDERSTANDING

Listening / understanding is the ability to gather facts and pertinent information to gain understanding before drawing conclusions or taking action. It involves active listening and comprehension of verbal and non-verbal signals to enhance understanding and accurately assess situations to help resolve issues, problems, conflicts and disputes. It also involves the ability to encourage others to elaborate on matters and interests.

Elements:

How the skill / attribute is demonstrated for effective performance in the position.

- > Understands that the complexities of issues are uncovered in a variety of ways including through actions, unstated interests and pressures and emotions as well as stated positions or evidence.
- > Practices active listening to comprehend interests as well as positions.
- > Employs effective questioning to elicit further information or gain greater understanding or clarity.
- > Assimilates multiple sources of information to make informed decisions that effectively uncover and address the issues.
- > Conducts hearings or reviews that set the tone for equal, active and open dialogue and information exchange.
- > Knows when it is necessary and appropriate to seek out information or interests that may be difficult to ascertain.
- > Understands the impact of one's own actions and emotions and demonstrates self-control and steady focus in situations of tension and conflict.
- > Listening and understanding is evidenced when those who appear before the agency feel they had an opportunity to express their positions and when decisions reflect concerns and resolve issues.

Note any learning needs to enhance skills or development opportunities to use expertise in new ways. If identifying development opportunities, provide detail and note some examples of excellence in action that demonstrate the abilities.

DECISION-MAKING

Decision-making involves independent analysis and evaluation of data and evidence as well as reasoned thinking and application of relevant law. It requires advanced oral and written communication skills needed to explain one's position in the face of resistance, adverse reaction or tight deadlines and to articulate clearly the desired course of action or decision.

Elements:

How the skill / attribute is demonstrated for effective performance in the position.

- > Weighs all evidence and submissions thoroughly.
- > Issues clear decisions that reflect a thorough analysis of the issues, and balances perspectives and details reasons.
- > Where a panel conducts a hearing, participates in post-hearing panel discussion with co-members.
- > Decides independently, but knows when it is appropriate to consult the opinions and, where appropriate, the advice of others.
- > Clearly articulates views and defends positions on complicated and controversial issues.
- > Issues decisions in a timely manner, within the time frames established by the agency.
- > Provides reasons and demonstrates clarity in oral and written rulings such that the parties understand and carry out what is decided.
- > Makes reasoned decisions based on the evidence and interpreting and applying the relevant law to the evidence.

Note any learning needs to enhance skills or development opportunities to use expertise in new ways. If identifying development opportunities, provide detail and note some examples of excellence in action that demonstrate the abilities.

INTEGRITY / ETHICS / VALUES

Integrity / ethics / values refers to the willingness to hold oneself and others accountable for acting in ways, both privately and publicly, that are consistent with stated values, principles and professional standards, even when risk is associated.

Elements:

How the skill / attribute is demonstrated for effective performance in the position.

- > Takes action based on values even when cost or risk is at stake.
- > Conducts affairs with professional integrity such that rules of engagement are known and the agency's values and expected standards of interaction are clear.
- > Sets the expectations of interactions among parties and insists on professional and respectful interactions in all proceedings.
- > Treats all who appear before the agency in a respectful manner.
- > Acts in accordance with organizational values, even when challenged or in stressful situations.
- > Maintains impartiality and objectivity in serving the public good.
- > Stands by and accounts for value-based decisions and actions even if they are unpopular or controversial.
- > Is aware of and respects social and cultural differences of all who appear before the agency.
- > Recognizes and questions own personal biases, identifies situations of power imbalance, and adopts value-based strategies to address them.
- > Complies with the agency's Code of Conduct and Conflict of Interest rules. Recognizes and discloses any potential conflict of interest in a timely manner and acts to eliminate any possible concern of bias.

Note any learning needs to enhance skills or development opportunities to use expertise in new ways. If identifying development opportunities, provide detail and note some examples of excellence in action that demonstrate the abilities.

PROFESSIONAL AWARENESS

Professional awareness is the depth and breadth of the knowledge, skill and experience particular to the position. It involves knowledge of laws, practices, processes, professional skills, stakeholders and the culture specific to the agency environment.

Elements:

How the skill / attribute is demonstrated for effective performance in the position.

Vice-Chair Elements

- > Employs an in-depth knowledge of the relevant law and regulatory environment to provide mentorship on difficult cases, ensuring clear and accurate advice and proper consideration is given in decisions rendered by the agency.
- > Assumes cases that are particularly high-impact / high-profile or that require consideration of new or novel points of law.
- > Can explain the trends, cycles and factors that can impact the agency's stakeholders, processes, practices and policies.
- > Can analyze the financial and operational impact of new policies, practices and processes.
- > Able to adapt policies, processes and practices to effect desired change, e.g. enhance service delivery.
- > Cognizant of social, cultural and political issues impacting the agency.
- > Maintains current knowledge in the agency's field of expertise and participates in professional learning and development opportunities.

Member Elements

- > Thoroughly understands the subject matter within the agency's jurisdiction.
- > Maintains current knowledge of the associated stakeholder communities, their issues and interests, as well as the regulatory and legal framework governing their activities.
- > Understands and applies a full array of dispute resolution practices to employ the most effective method(s) of resolving a dispute, in keeping with the governing statute.
- > Understands and effectively conducts hearings and reviews, makes clear rulings, ensures all issues are dealt with, that the parties are heard and treated fairly.
- > Manages proceedings such that all who appear before the agency understand procedures and practices and can participate equally.
- > Applies relevant laws, policies, procedures and rules.
- > Establishes work practices that deal effectively with a high volume caseload.
- > Understands government processes that pertain to agency appointees, including the independent nature of the agency's relationship with its ministry.
- > Participates in professional learning and development opportunities.

Professional Awareness Continued

Note any learning needs to enhance skills or development opportunities to use expertise in new ways. If identifying development opportunities, provide detail and note some examples of excellence in action that demonstrate the abilities.

CONFLICT MANAGEMENT

Conflict management is the knowledge and ability to anticipate, recognize and effectively resolve disputes. It includes facilitating open and constructive discussions and where possible win-win solutions, or as necessary, rendering a decision to bring resolution to matters.

Elements:

How the skill / attribute is demonstrated for effective performance in the position.

- > Sets tone of interactions that are respectful and productive.
- > Employs an array of dispute resolution techniques.
- > Maintains control and keeps a steady focus on resolution of matters.
- > Detects and addresses conflict in its early stages.
- > Diffuses stressful disagreements and hostile or emotionally charged situations.
- > Actively listens to determine common interests and considers situations from multiple perspectives.
- > Effectively restates positions and asks questions tactfully to identify key issues or values that are at the centre of the conflict.
- > Helps to identify areas of agreement and manages the process toward resolution.
- > Facilitates parties to re-think current views and beliefs and facilitates discussion of options to create mutual gain.
- > Creates an environment among parties that facilitates positive, respectful relationships.
- > Mediates between the parties' interests to discover a mutually agreeable solution.
- > Assists the parties to develop a workable course of action to implement an agreement.
- > Knows when to insist, when to effect a negotiation or compromise, how to build consensus to bring closure to a matter, and when it is necessary to render a decision.

Note any learning needs to enhance skills or development opportunities to use expertise in new ways. If identifying development opportunities, provide detail and note some examples of excellence in action that demonstrate the abilities.

AGENCY GOVERNANCE

Agency governance involves knowledge and skills required for participation in the effective governance of the agency and acting to achieve public service values such as transparency, efficiency and effectiveness. It also includes assisting with the achievement of agency governance standards, government requirements or directives.

Elements:

How the skill / attribute is demonstrated for effective performance in the position.

- > Understands and participates in the government / governance context in which the agency functions.
- > Assists the Chair by providing oversight in matters of agency governance and accountability.
- > Possesses a working knowledge of the corporate policy, business planning, financial and governance framework and supporting procedures pertaining to the agency.
- > Develops, implements and monitors new processes and practices (agency's procedures, protocols and rules) to govern the agency within best practices.
- > Proposes innovative approaches to improve the agency's operation.
- > Inspires confidence and commitment to the attainment of objectives.
- > Keeps the Chair informed of emerging matters of process or practices to enhance effectiveness and efficiency.
- > Monitors agency performance measures and provides sound advice to the Chair regarding change required to policies, practices and processes.
- > Assists in the achievement of the agency's business plan.

Note any learning needs to enhance skills or development opportunities to use expertise in new ways. If identifying development opportunities, provide detail and note some examples of excellence in action that demonstrate the abilities.

Learning and Development Action Plan - Vice-Chair Regulatory and Adjudicative Agencies

Name: _____ Position: _____ Period Covering: _____

Competency-Based Learning / Development Priorities ¹	Learning / Development Activities Action Plan ²	Time Frame ³

Vice-Chair's Signature: _____ Date: _____ Chair's Signature: _____ Date: _____

Comments:

¹ Identify key learning priorities based on the competencies and elements, e.g. the priority is to *enhance professional awareness* (competency) *learn about new regulations* with one specific objective *keep a current knowledge of the laws pertaining to the agency* (competency elements). Requests for developmental opportunities should also be identified in this column e.g. *develop a new Board governance policy* (developmental opportunity)

² Identify a course of action to enhance specific competency, e.g. *attend internal agency training on new regulations conducted by in-house counsel*.

³ Indicate the known or estimated time to accomplish learning or development goals.