

Member

Operational Service and Operational Enterprise Agencies Core Competencies

COMPETENCY – STEWARDSHIP

Definition:

Stewardship is setting and articulating the goals, objectives and strategic framework for the agency. Effective stewardship involves providing independent and objective oversight to effectively guide and monitor the implementation of strategic initiatives as a member of an inter-dependant, multi-disciplinary Board of Directors.

Elements:

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

- > Contributes to steering the agency toward its vision by participating in setting goals and objectives and by proposing strategies to solve problems or seize opportunities.
- > Provides independent and objective oversight to all plans, initiatives and reports of the agency.
- > Assists with the planning and achievement of the financial goals of the agency.
- > Identifies risks and adopts risk management strategies to agency plans and initiatives.
- > Provides reasoned and realistic judgement and commitment to key outcomes.
- > Assesses the agency's plans and performance, and determines future direction of the agency through a probative and diligent assessment of prepared reports, analysis, options and plans. Requests further consultation, if required.
- > Evaluates alternatives before making decisions, including professional and market trends / standards.
- > Considers the "big picture" when considering opportunities or long-term impacts of initiatives.
- > Analyzes setbacks and seeks honest feedback to learn from mistakes.

Agency Logo
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COMPETENCY – IMPACT / INFLUENCE

Definition:

Impact / influence is the ability to influence, persuade or convince others to adopt a specific course of action impacting plans, priorities, processes, practices and people. Influence is achieved through effective communication and reasoned judgement to build support, agreement or commitment to a specific course of action.

Elements:

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

- > Presents views and communicates ideas or concepts that are clear and well reasoned and considers both risk and opportunity.
- > Carefully communicates information to serve as the basis for productive discourse and deliberations with other Board members in order to adopt the best course of action.
- > Influences the direction of the agency through a probative analysis and discussion of prepared reports and a thorough discussion of available options.
- > Reviews recommendations and proposed initiatives with a critical and strategic perspective and tests assumptions and underlying principles.
- > Effectively persuades and influences other Board members on views but remains open to suggestions that build consensual solutions.
- > Knows when to insist on further information or different advice, how to debate a matter constructively and how to compromise or resolve differences.
- > Identifies strategies to manage risk and act on opportunities and can defend and explain advice or recommendations.

COMPETENCY – TEAMWORK / COLLABORATION

Definition:

Teamwork / collaboration is the desire and ability to develop and maintain cooperative, collaborative and productive working relationships. Individuals support the Board as a team by encouraging one another to share their experience, knowledge, best practices and advice. It includes contributing fully and actively to Board activities, projects and partner / stakeholder initiatives to achieve group and organizational goals.

Elements:

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

- > Works constructively with other Board members and fosters collegiality.
- > Champions a positive, productive and respectful debate of issues facing the Board.
- > Demonstrates respect for other Board members' interests, opinions and concerns.
- > Deals tactfully with disagreements, using the situation as an opportunity to build increased understanding.
- > Respects and understands the role of agency management and engages them within established protocols and purposes.
- > Collaborates with others to solve problems and reach decisions.
- > Maintains a positive attitude and focus on outcomes, and builds momentum to reach consensus.
- > Builds rapport, trust and productive relationships with management, Board members and stakeholders.
- > Secures buy-in to initiatives through the development of shared understanding and trust.
- > Supports and defends final decisions made by the Board.

COMPETENCY – INTEGRITY / ETHICS / VALUES

Definition:

Integrity / ethics / values is the willingness to hold oneself 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.

- > Upholds the fiduciary duties of loyalty and due diligence required of a member of a Board.
- > Actions are guided by the best interests of the agency and the public.
- > Takes action based on values when cost or risk is associated.
- > Supports decisions of the Board even if they are unpopular.
- > Protects confidential and sensitive information pertaining to the agency.
- > Sets and upholds policies that ensure the agency uses public funds with integrity and honesty.
- > Supports, respects and promotes the principles of equity, diversity and regional representation in setting organizational directions.
- > Complies with the agency's Code of Conduct and Conflict of Interest rules and aligns own behaviour with the values of the agency.
- > Identifies situations of personal conflict of interest and in such cases refrains from Board deliberations and decision-making.

COMPETENCY – PROFESSIONAL AWARENESS

Definition:

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.

- > Is aware of the relevant laws and regulations, associated theories, practices and procedures that apply to or impact the agency.
- > Applies relevant laws, policies, procedures and rules aptly.
- > Understands financial and operational practices involved in working to a specified budget, revenue generation or revenue sourcing.
- > Can analyze the financial and operational impact of new policies, practices and processes on the agency.
- > Cognizant of social, cultural and political issues impacting the agency.
- > Understands the subject matter within the agency's jurisdiction field of expertise, and its application.
- > Maintains a current knowledge of the associated stakeholder communities their issues and interests as well as the regulatory and legal framework governing their activities.
- > Keeps abreast of trends, directions in the field of expertise and can assess implications and develop effective strategies in response.
- > Participates in professional learning and development opportunities.

COMPETENCY – AGENCY GOVERNANCE

Definition:

Agency governance is the knowledge and skills required to effectively govern the affairs of the agency in keeping with the agency's legal framework and mandate. It also involves acting to achieve public service values such as transparency, efficiency and effectiveness and the accountability and governance requirements of the government.

Elements:

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

- > Understands the government context and accountability framework in which the agency functions.
- > Fulfills fiduciary duties of loyalty, due diligence and care.
- > Assists in the development of the agency's strategic plan and policy formulation, in keeping with the agency's purpose, mandate and governing statute.
- > Keeps a steady focus on the achievement of the strategic vision and plans of the agency.
- > Participates in the planning, monitoring and reporting of strategic initiatives.
- > Provides sound input to the agency's business plans and annual reports.
- > Proposes innovative approaches to improve the agency's effectiveness and operations.
- > Makes decisions consistent with the business plan approved for the agency.
- > Establishes the framework and monitors performance measures and targets for the agency that are both realistic and challenging.
- > Monitors the impact of agency initiatives on stakeholders and the public and identifies strategies for change.
- > Has knowledge of and is committed to sound governance and financial controllership practices.