

INDIVIDUAL LEARNING AND DEVELOPMENT MAP

FOR

# Vice-Chairs of Operational Service and Operational Enterprise 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 seven 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 typically has all of the Member competencies plus three additional competencies: Leadership and enhanced elements of Agency Governance and 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 assignment

## LEADERSHIP

Leadership is the ability and commitment to lead and govern the agency by steering the right course of action to implement the strategic plan and meet agency objectives. It includes knowledge of and leadership in the implementation of policies, processes and practices that align 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.
- > Contributes to and elaborates on the Chair's vision and strategies.
- > Leads / monitors special projects and initiatives as assigned by the Chair, such as the development / implementation of new practices, initiatives or services.
- > Acts as an agency representative with stakeholder groups on special initiatives and projects.
- > Effectively demonstrates the need for policy changes and identifies new policy requirements.
- > Leads internal and external committees and special projects to ensure the strategic vision is followed.
- > Implements policies, processes and practices that align operations with the strategic plan.
- > Develops and communicates policy to members, stakeholders and the public.
- > Assists with the planning and achievement of the financial goals of the agency.
- > Identifies emerging issues and professional and market trends and proposes strategies to solve problems or seize opportunities.
- > Establishes agency practices that ensure open collaboration and teamwork among members and proper engagement of agency management.
- > Provides advice to and mentors and coaches other members.
- > Incorporates principles of equity and equal access and respect for diversity in determining processes and setting organizational directions.

**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.**

## STEWARDSHIP

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 to and proposes risk management strategies for 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.

**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.**

## IMPACT / INFLUENCE

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 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 is able to defend and explain advice or recommendations.

**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.**

## TEAMWORK COLLABORATION

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.

**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 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.

**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.*

- > Understands relevant laws and regulations, associated theories, practices and procedures that apply to or impact the agency.
- > Has a thorough knowledge of the business environment, social, cultural and political issues impacting the agency.
- > Maintains a current knowledge of the associated stakeholder communities, their issues and interests as well as the regulatory and legal framework governing their activities.
- > Monitors trends, directions and changes in the agency's field of expertise and can assess implications and develop effective strategies to effect desired change.
- > 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.
- > Can articulate options on modifying business processes to enhance service delivery.
- > Has extensive knowledge and experience with the full range of products and services, and can elaborate on various delivery methodologies.
- > Can successfully compare and contrast key issues, considerations and opportunities.
- > Leads and participates in professional learning and development opportunities.

**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 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.*

- > Assists the Chair by providing oversight in matters of agency governance and accountability.
- > Assists in the development and achievement of the agency business, financial and performance plans.
- > Inspires confidence and commitment to the attainment of objectives and keeps the Chair informed of emerging matters.
- > Understands and participates in the governance context in which the agency functions.
- > 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.
- > Participates in the planning, monitoring and reporting of strategic initiatives.
- > Proposes innovative approaches to improve the agency's effectiveness and operations.
- > Monitors agency performance measures and provides sound advice to the Chair regarding change required to policies, practices and processes.
- > Has knowledge of and is committed to sound governance and financial controllership practices.

**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 Operational Service and Operational Enterprise Agency

Name: \_\_\_\_\_ Position: Vice-Chair Period Covering: \_\_\_\_\_

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

Vice-Chair's Signature: \_\_\_\_\_ Date: \_\_\_\_\_ Chair's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments:

---



---



---

<sup>1</sup> 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 *remain current learning of laws pertaining to agency* (competency elements). Requests for developmental opportunities should also be identified in this column *e.g.* *develop a new Board governance policy* (developmental opportunity)

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

<sup>3</sup> Indicate the known or estimated time to accomplish learning or development goals.