

# COMPETENCY FRAMEWORK


PROJECT & PROCESS MANAGEMENT INNOVATION  
RECOGNITION **SERVICE** **EXCELLENCE** **INTEGRITY** **FOSTERING CHANGE**  
TEAMWORK **EXCELLENCE** STRATEGIC PLAN  
LEADERSHIP COMPETENCIES **CAREER DEVELOPMENT**  
**STRATEGIC THINKING** **INTEGRITY**  
COMPETENCY FRAMEWORK  
**CAREER** RECRUITMENT AND SELECTION  
**ACCOUNTABILITY** ACHIEVING RESULTS  
MOTIVATING PEOPLE

BEHAVIOURAL ANCHORS  
EFFECTIVE COMMUNICATION  
CAREER DEVELOPMENT  
INTEGRITY  
FOSTERING CHANGE  
STRATEGIC PLAN  
ACHIEVING RESULTS  
MOTIVATING PEOPLE

EMPLOYEE HANDBOOK

October 2017

# CONTENTS



<b>INTRODUCTION</b>	<b>3</b>
What is a competency?	3
Core competencies versus leadership competencies	3
Why a competency model for Oxford County?	3
<b>CORE COMPETENCIES</b>	<b>5</b>
<b>LEADERSHIP COMPETENCIES</b>	<b>6</b>
<b>FIGURES AND TABLES</b>	
<b>Figure 1:</b> Why a competency framework	4
<b>Figure 2:</b> Core competencies	5
<b>Figure 3:</b> Leadership competency model	6
<b>Figure 4:</b> Leadership competencies	7
<b>Appendix 1:</b> Core competency model for Oxford County	8
<b>Appendix 2:</b> Core competencies across organizational roles	13
<b>Appendix 3:</b> Leadership competency model for Oxford County	18
<b>Appendix 4:</b> Leadership competencies by level	22

# INTRODUCTION

In 2015, Oxford County developed a competency-based framework to provide employees with an understanding of the behaviours and skills required to do their job successfully, and to support the organization's Strategic Plan. Since then, Human Resources has continued to incorporate the use of competencies in various ways contributing to our efforts to employ people who make a positive difference. With two years of experience utilizing these competencies, it was time to revisit the framework and make some amendments to better suit our needs. By updating the competencies, Oxford County will continue to grow in a positive direction, making progress along the way.

## *What is a competency?*

Competencies are the knowledge, skills, judgment and behaviours needed to effectively perform in a **role/job**.

## *Core competencies versus leadership competencies*

**Oxford County's competency model consists of two components:**

1. **Core competencies** - those that the County has identified as contributing the most towards achieving strategic results and are behavioural expectations of all positions; and
2. **Leadership competencies** - the skills and behaviours that contribute to superior performance in leadership roles.

It is understood that at each level in the competency model, the employee would exhibit the behaviours for the levels below their own job as well. For instance, if you are currently in a Manager/Supervisor role, you should demonstrate the behaviours for your own job as well as those of a Professional and Individual Contributor.

## *Why a competency model for Oxford County?*

**Having a competency framework helps Oxford County:**

- Hire people who have high potential to succeed;
- Ensure they receive the training and development necessary to realize that potential; and
- Provide an appraisal system that gives the feedback and coaching that employees need to perform well.

# INTRODUCTION

**FIGURE 1:** How competencies affect various human resources practices



Our competency model is more than a list of expected skills and behaviours. By identifying the necessary competencies to be successful within the organization, employees are provided with a target and a clearly articulated set of expectations. In combination with the “Our People, Our Strength” plan, it creates a focus and framework for initiatives and gives employees a clear description of what behaviours are required across the organization.

The competency model has been designed with the expectation that employees would exhibit the appropriate behaviours for their level of position as well as those below their own job. For instance, if you are currently in a Manager/Supervisor role, you should be demonstrating the behaviours for your own job as well as those of a Professional and Individual Contributor.

A competency framework must not only identify and define the competencies necessary for effective job performance, but also provide the behavioural examples that show how employees successfully exhibit particular competencies on the job. These examples are called behavioural anchors.

Behavioural anchors must be based on specific, observable behaviours and day-to-day performance, not isolated incidents. Behavioural anchors articulate the specific actions that have the most direct impact on successful performance and are invaluable in gauging how effectively a competency is being demonstrated.

# CORE COMPETENCIES

The Oxford County corporate values (excellence, accountability, innovation, integrity, teamwork) represent a strong framework from which the following core competencies were created.

**FIGURE 2:** Core competencies



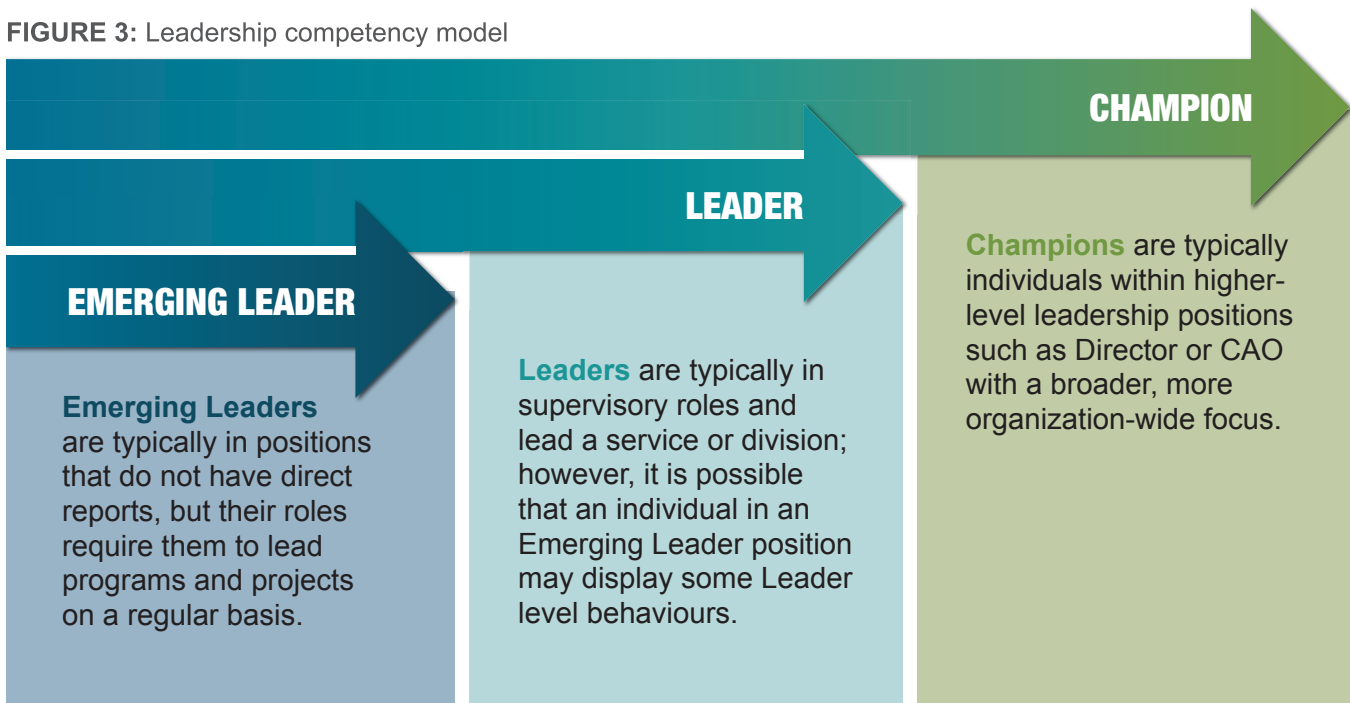
**APPENDIX 1** depicts Oxford County’s core competency model, which includes behaviour expectations for each competency, at each occupational level: CAO, Director, Manager/Supervisor, Professional and Individual Contributor.

# LEADERSHIP COMPETENCIES

Establishing leadership competencies ultimately promotes more effective leadership, as the expectations of the organization are clearly defined. Figure 4 shows the specific leadership competencies that have been identified by the County of Oxford as being necessary for success as a leader in the organization.

Oxford County's Leadership competencies are developed across a continuum of three levels: Emerging Leader, Leader, and Champion. Positions which are expected to function in a leadership capacity by leading programs and/or people, are expected to demonstrate the behaviours within a specific leadership competency level. Figure 3 illustrates the continuum and describes the types of positions that may fall within each level. It is important to note that many positions across the County function in a leadership capacity even though they do not directly supervise other staff, making these competencies equally important for those roles.

FIGURE 3: Leadership competency model



Since the competencies exist on a continuum, it is possible for individuals to be performing at a higher or even lower level for certain competencies, with the understanding that they will eventually meet or exceed the behavioural expectations for their position. For example, an employee that has recently moved into a new supervisor role is now expected to demonstrate the behaviours within the Leader level of each competency. Since they are new to a supervisory role however, they may only be demonstrating the Emerging Leader behaviours for “Fostering Change” but exhibit the Leader level behaviours for “Strategic Thinking”. Along the same lines, someone who is expected to be exhibiting the Emerging Leader behaviours, may actually be performing at the Leader level in one or more of the leadership competencies.

# LEADERSHIP COMPETENCIES

FIGURE 4: Leadership competencies



## STRATEGIC THINKING

- Advises and plans based on analysis and trends, and understands how these link the responsibilities, capabilities, and potential of the organization.
- Scans an ever-changing, complex environment in anticipation of emerging crises and opportunities.
- Develops well-informed advice and strategies that are sensitive to the various needs of multiple stakeholders and partners, reflects the strategic direction of municipal government and positions the County for success.



## MOTIVATING PEOPLE & ACHIEVING RESULTS

- Demonstrates initiative and resourcefulness to get things done.
- Provides clear direction and expectations.
- Acts to ensure others perform in accordance with clear expectations and goals.
- Motivates others to achieve expected outcomes.



## PROJECT/ PROCESS MANAGEMENT

- Understands the structure and culture of the organization and is able to accomplish results through the most effective channels.
- Manages effectively within the County systems, operational policies, and the public service environment.



## FOSTERING CHANGE

- Works to continually understand, engage in and implement organizational changes and technologies that improve processes, practices and outcomes.
- Is flexible and adaptable in meeting the changing demands of clients, stakeholders and the public.

APPENDIX 3 depicts Oxford County's core competency model, which includes behaviour expectations for each competency, at each leadership level: Emerging Leader, Leader and Champion.

## APPENDIX 1: CORE COMPETENCY MODEL FOR OXFORD COUNTY



### INNOVATION

Displays and encourages the ability to “think outside the box” in order to develop creative and new solutions that meet current and future needs of the County. Is open to and embraces change.

LEVEL	BEHAVIOURAL EXPECTATIONS
<b>CAO</b>	<ul style="list-style-type: none"> <li>Establishes and promotes a culture that challenges the status quo and encourages leading edge ideas, new perspectives and responsible risk taking.</li> <li>Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improve.</li> <li>Encourages debate and ideas from across the organization and amongst stakeholders with vested interests.</li> <li>Envisions possibilities without detailed information.</li> </ul>
<b>DIRECTOR</b>	<ul style="list-style-type: none"> <li>Looks for ways to improve internal processes or practices and challenges others to do the same.</li> <li>Sees ahead clearly; can anticipate future consequences and trends accurately.</li> <li>Seeks input of staff to create plans and solutions.</li> <li>Encourages constructive questioning of practices.</li> <li>Demonstrates and encourages experimentation to maximize potential for innovation.</li> </ul>
<b>MANAGER/ SUPERVISOR</b>	<ul style="list-style-type: none"> <li>Looks at problems or issues from a variety of angles.</li> <li>Encourages and incorporates diverse and creative initiatives and perspectives; has good judgment about which creative ideas and suggestions will work.</li> <li>Manages the creative process of others; can facilitate effective brainstorming.</li> <li>Makes recommendations that are creative, sustainable and timely.</li> <li>Redesigns work activities to meet changing needs.</li> </ul>
<b>PROFESSIONAL</b>	<ul style="list-style-type: none"> <li>Identifies solutions, alternatives and consequences for advancing the County’s strategic objectives based upon the evaluation of relevant facts, issues and risks.</li> <li>Demonstrates the ability to achieve creative, efficient solutions.</li> <li>Offers ideas or suggestions that are new and aligned with organizational need.</li> </ul>
<b>INDIVIDUAL CONTRIBUTOR</b>	<ul style="list-style-type: none"> <li>Contributes to a culture of innovation and continuous improvement and embraces changes as a result.</li> <li>Brings improvements through innovative solutions or approaches.</li> <li>Communicates ideas, views, and concerns effectively and respectfully, and actively participates in exchanges of ideas with others (i.e. at meetings or planning sessions).</li> <li>Makes well-thought-out recommendations to management.</li> </ul>

#### DEFINITIONS:

**Individual contributor** - first line of service delivery, program support staff.

**Professional** - similar to individual contributor with the additional responsibility of coordinating and working on more of a project and program basis.



## APPENDIX 1: CORE COMPETENCY MODEL FOR OXFORD COUNTY



### SERVICE EXCELLENCE

Gives superior service to both internal and external customers. Places the customer at the centre of strategic and operational planning.

LEVEL	BEHAVIOURAL EXPECTATIONS
<b>CAO</b>	<ul style="list-style-type: none"> <li>Builds and cascades a culture of service excellence throughout the organization.</li> <li>Analyzes and anticipates the County's (customer) long term business needs by establishing a clear sense of the County's organizational and business strategies.</li> <li>Builds strong collaborative and mutually beneficial relationships with customers, partner agencies and council.</li> <li>Develops and implements practices and programs that will benefit the County while improving resident and employee satisfaction.</li> <li>Builds organizational capability for a sustainable service culture.</li> </ul>
<b>DIRECTOR</b>	<ul style="list-style-type: none"> <li>Develops and implements practices and programs that will benefit the County while improving customer satisfaction.</li> <li>Anticipates and responds to changing customer needs.</li> <li>Customer service oriented and models service delivery excellence.</li> <li>Contributes to building a culture of service centered excellence.</li> </ul>
<b>MANAGER/ SUPERVISOR</b>	<ul style="list-style-type: none"> <li>Builds rapport and committed relationships with customers, evaluates service delivery and makes recommendations to improve satisfaction.</li> <li>Builds and maintains connections with internal and external groups that could improve the County's delivery of services and/or client satisfaction.</li> </ul>
<b>PROFESSIONAL</b>	<ul style="list-style-type: none"> <li>Delivers and provides additional information or service beyond expectations.</li> <li>Demonstrates commitment to the customer, by clarifying expectations and taking the necessary steps to fulfill requests.</li> <li>Uses feedback to make changes in work processes and procedures and personally commits to resolving any customer issues.</li> </ul>
<b>INDIVIDUAL CONTRIBUTOR</b>	<ul style="list-style-type: none"> <li>Recognizes potential problems and works to resolve issues before they progress.</li> <li>Ensures that their work meets the needs of the customer by considering the customer's needs, making suggestions, and providing service typically resulting in customer satisfaction.</li> <li>Meets customer expectations by demonstrating the ability to translate directions into concrete work activities and plans and adjusts work based on requirements.</li> <li>Follows through on commitments and provides a level of service and assistance that is consistent with organizational guidelines and practices.</li> </ul>

## APPENDIX 1: CORE COMPETENCY MODEL FOR OXFORD COUNTY



### ACCOUNTABILITY & INTEGRITY

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	BEHAVIOURAL EXPECTATIONS
<b>CAO</b>	<ul style="list-style-type: none"> <li>• Models and instills commitment to citizen-focused service and the public good.</li> <li>• Responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, dishonest use and other irregularities.</li> <li>• Holds self and the organization to the highest ethical and professional standards.</li> <li>• Models and builds a culture of respect for people and public service principles.</li> </ul>
<b>DIRECTOR</b>	<ul style="list-style-type: none"> <li>• Builds corporate values into department policies and programs.</li> <li>• Models and practices transparency and fairness without favouritism in all transactions, including staffing, contracting, and day to day activities.</li> </ul>
<b>MANAGER/ SUPERVISOR</b>	<ul style="list-style-type: none"> <li>• Implements corporate values into department practices and processes.</li> <li>• Familiar with the types of improprieties that might occur in their department and be alert to any indication that improper activity, or dishonest activity is or was in existence in his or her operational department.</li> <li>• Reflects commitment to citizens and clients in own and division activities.</li> <li>• Fosters a climate of transparency, trust, and respect within the division and in partnerships.</li> </ul>
<b>PROFESSIONAL</b>	<ul style="list-style-type: none"> <li>• Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; doesn't misrepresent him/herself for personal gain.</li> <li>• Analyzes setbacks and seeks honest feedback to learn from mistakes.</li> </ul>
<b>INDIVIDUAL CONTRIBUTOR</b>	<ul style="list-style-type: none"> <li>• Reports dishonest activities or conduct through the appropriate channels.</li> <li>• Elicits trust by modelling effective behaviours such as following through on commitments.</li> <li>• Takes accountability and ownership for own actions, admits mistakes, and seeks honest feedback to learn from those mistakes.</li> <li>• Demonstrates values and ethics in personal behaviour.</li> <li>• Supports diversity to promote an inclusive workplace in which everyone is respected and valued.</li> </ul>

## APPENDIX 1: CORE COMPETENCY MODEL FOR OXFORD COUNTY



### EFFECTIVE COMMUNICATION & TEAMWORK

Listens to others, speaks effectively and prepares written communications so that messages are clearly understood. Responds appropriately to the concerns of others. Actively participates as a supportive team member.

LEVEL	BEHAVIOURAL EXPECTATIONS
<b>CAO</b>	<ul style="list-style-type: none"> <li>• Fosters an environment in which there is effective communication, a common vision, strong morale and teamwork is inherent in the culture.</li> <li>• Establishes and maintains networks and contacts to support ideas, initiatives and directives.</li> <li>• Promotes collaboration with key external stakeholders as well as throughout the organization.</li> <li>• Effectively communicates and promotes the County's strategic directions within the organization and externally.</li> </ul>
<b>DIRECTOR</b>	<ul style="list-style-type: none"> <li>• Ensures that communication plans are developed and implemented so that internal and external audiences are informed in a timely and accurate manner.</li> <li>• Skillfully handles complex, on-the-spot questions from others, such as senior public officials, special interest groups, or the media.</li> <li>• Communicates strategically, considering such aspects as optimal "messaging", timing and form of communications.</li> <li>• Communicates complex issues clearly and credibly with widely varied audiences using two-way communication to gain others' input and understanding.</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>• Encourages open dialogue and provides timely and adequate information so that individuals can make decisions and do their jobs.</li> </ul>
<b>MANAGER/ SUPERVISOR</b>	<ul style="list-style-type: none"> <li>• Customizes and adapts communication to appeal to the specific interest, need and level of the audience.</li> <li>• Communicates using open-ended questions, active listening and dialogue to encourage others to provide information about underlying needs or issues.</li> <li>• Responds with sensitivity and directness.</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, supports and motivates team members to share ideas, knowledge, solutions and concerns.</li> <li>• Communicates effectively to team members regarding job tasks, responsibilities and project process.</li> </ul>

## APPENDIX 1: CORE COMPETENCY MODEL FOR OXFORD COUNTY

LEVEL	BEHAVIOURAL EXPECTATIONS
<b>PROFESSIONAL</b>	<ul style="list-style-type: none"><li>• Listens actively and objectively without interrupting. Conveys understanding from the other person's perspective.</li><li>• Demonstrates self-awareness by knowing oneself and the impact of one's behaviours on others. Self-reflects to continually improve interactions with others.</li><li>• Responds to people's concerns by adapting own behaviour appropriately.</li><li>• Brings forward ideas, solutions and concerns to help the team problem solve and solution build.</li><li>• Communicates with team members and external stakeholders effectively to facilitate the achievement of objectives.</li></ul>
<b>INDIVIDUAL CONTRIBUTOR</b>	<ul style="list-style-type: none"><li>• Participates in team building and works toward achieving team objectives.</li><li>• Responds respectfully to inquiries, emails, requests and complaints in a timely fashion and with an appropriate method of communication.</li><li>• Respects contributions of all team members, demonstrates cooperation and supports team decisions.</li><li>• Asks clarifying questions and passes along information when necessary.</li><li>• Seeks out facts and pertinent information to gain understanding before drawing conclusions or taking action.</li></ul>

## APPENDIX 2: CORE COMPETENCIES ACROSS ORGANIZATIONAL ROLES

### CAO

COMPETENCY	BEHAVIOURAL EXPECTATIONS
<b>INNOVATION</b> 	<ul style="list-style-type: none"> <li>• Establishes and promotes a culture that challenges the status quo and encourages leading edge ideas, new perspectives and responsible risk taking.</li> <li>• Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improve.</li> <li>• Encourages debate and ideas from across the organization and amongst stakeholders with vested interests.</li> <li>• Envisions possibilities without detailed information.</li> </ul>
<b>SERVICE EXCELLENCE</b> 	<ul style="list-style-type: none"> <li>• Builds and cascades a culture of service excellence throughout the organization.</li> <li>• Analyzes and anticipates the County's (customer) long term business needs by establishing a clear sense of the County's organizational and business strategies.</li> <li>• Builds strong collaborative and mutually beneficial relationships with customers, partner agencies and council.</li> <li>• Develops and implements practices and programs that will benefit the County while improving resident and employee satisfaction.</li> <li>• Builds organizational capability for a sustainable service culture.</li> </ul>
<b>ACCOUNTABILITY &amp; INTEGRITY</b> 	<ul style="list-style-type: none"> <li>• Models and instills commitment to citizen-focused service and the public good.</li> <li>• Responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, dishonest use and other irregularities.</li> <li>• Holds self and the organization to the highest ethical and professional standards.</li> <li>• Models and builds a culture of respect for people and public service principles.</li> </ul>
<b>EFFECTIVE COMMUNICATION &amp; TEAMWORK</b> 	<ul style="list-style-type: none"> <li>• Fosters an environment in which there is effective communication, a common vision, strong morale and teamwork is inherent in the culture.</li> <li>• Establishes and maintains networks and contacts to support ideas, initiatives and directives.</li> <li>• Promotes collaboration with key external stakeholders as well as throughout the organization.</li> <li>• Effectively communicates and promotes the County's strategic directions within the organization and externally.</li> </ul>

# DIRECTOR

COMPETENCY	BEHAVIOURAL EXPECTATIONS
<p><b>INNOVATION</b></p> 	<ul style="list-style-type: none"> <li>• Looks for ways to improve internal processes or practices and challenges others to do the same.</li> <li>• Sees ahead clearly; can anticipate future consequences and trends accurately.</li> <li>• Seeks input of staff to create plans and solutions.</li> <li>• Encourages constructive questioning of practices.</li> <li>• Demonstrates and encourages experimentation to maximize potential for innovation.</li> </ul>
<p><b>SERVICE EXCELLENCE</b></p> 	<ul style="list-style-type: none"> <li>• Develops and implements practices and programs that will benefit the County while improving customer satisfaction.</li> <li>• Anticipates and responds to changing customer needs.</li> <li>• Customer service oriented and models service delivery excellence.</li> <li>• Contributes to building a culture of service-centered excellence.</li> </ul>
<p><b>ACCOUNTABILITY &amp; INTEGRITY</b></p> 	<ul style="list-style-type: none"> <li>• Builds corporate values into department policies and programs.</li> <li>• Models and practices transparency and fairness without favouritism in all transactions, including staffing, contracting, and day to day activities.</li> </ul>
<p><b>EFFECTIVE COMMUNICATION &amp; TEAMWORK</b></p> 	<ul style="list-style-type: none"> <li>• Ensures that communication plans are developed and implemented so that internal and external audiences are informed in a timely and accurate manner.</li> <li>• Skillfully handles complex, on-the-spot questions from others, such as senior public officials, special interest groups, or the media.</li> <li>• Communicates strategically, considering such aspects as optimal “messaging”, timing and form of communications.</li> <li>• Communicates complex issues clearly and credibly with widely varied audiences using two-way communication to gain others’ input and understanding.</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>• Encourages open dialogue and provides timely and adequate information so that individuals can make decisions and do their jobs.</li> </ul>

## MANAGER/SUPERVISOR

COMPETENCY	BEHAVIOURAL EXPECTATIONS
<p><b>INNOVATION</b></p> 	<ul style="list-style-type: none"> <li>• Looks at problems or issues from a variety of angles.</li> <li>• Encourages and incorporates diverse and creative initiatives and perspectives; has good judgment about which creative ideas and suggestions will work.</li> <li>• Manages the creative process of others; can facilitate effective brainstorming.</li> <li>• Makes recommendations that are creative, sustainable and timely.</li> <li>• Redesigns work activities to meet changing needs.</li> </ul>
<p><b>SERVICE EXCELLENCE</b></p> 	<ul style="list-style-type: none"> <li>• Builds rapport and committed relationships with customers, evaluates service delivery and makes recommendations to improve satisfaction.</li> <li>• Builds and maintains connections with internal and external groups that could improve the County's delivery of services and/or client satisfaction.</li> </ul>
<p><b>ACCOUNTABILITY &amp; INTEGRITY</b></p> 	<ul style="list-style-type: none"> <li>• Implements corporate values into department practices and processes.</li> <li>• Familiar with the types of improprieties that might occur in their department and be alert to any indication that improper activity, or dishonest activity is or was in existence in his or her operational department.</li> <li>• Reflects commitment to citizens and clients in own and division activities.</li> <li>• Fosters a climate of transparency, trust, and respect within the division and in partnerships.</li> </ul>
<p><b>EFFECTIVE COMMUNICATION &amp; TEAMWORK</b></p> 	<ul style="list-style-type: none"> <li>• Customizes and adapts communication to appeal to the specific interest, need and level of the audience.</li> <li>• Communicates using open-ended questions, active listening and dialogue to encourage others to provide information about underlying needs or issues.</li> <li>• Responds with sensitivity and directness.</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, supports and motivates team members to share ideas, knowledge, solutions and concerns.</li> <li>• Communicates effectively to team members regarding job tasks, responsibilities and project process.</li> </ul>

## PROFESSIONAL

COMPETENCY	BEHAVIOURAL EXPECTATIONS
<p><b>INNOVATION</b></p> 	<ul style="list-style-type: none"> <li>• Identifies solutions, alternatives and consequences for advancing the County’s strategic objectives based upon the evaluation of relevant facts, issues and risks.</li> <li>• Demonstrates the ability to achieve creative, efficient solutions.</li> <li>• Offers ideas or suggestions that are new and aligned with organizational need.</li> </ul>
<p><b>SERVICE EXCELLENCE</b></p> 	<ul style="list-style-type: none"> <li>• Delivers and provides additional information or service beyond expectations.</li> <li>• Demonstrates commitment to the customer, by clarifying expectations and taking the necessary steps to fulfill requests.</li> <li>• Uses feedback to make changes in work processes and procedures and personally commits to resolving any customer issues.</li> </ul>
<p><b>ACCOUNTABILITY &amp; INTEGRITY</b></p> 	<ul style="list-style-type: none"> <li>• Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; doesn’t misrepresent him/herself for personal gain.</li> <li>• Analyzes setbacks and seeks honest feedback to learn from mistakes.</li> </ul>
<p><b>EFFECTIVE COMMUNICATION &amp; TEAMWORK</b></p> 	<ul style="list-style-type: none"> <li>• Listens actively and objectively without interrupting. Conveys understanding from the other person’s perspective.</li> <li>• Demonstrates self-awareness by knowing oneself and the impact of one’s behaviours on others. Self-reflects to continually improve interactions with others.</li> <li>• Responds to people’s concerns by adapting own behaviour appropriately.</li> <li>• Brings forward ideas, solutions and concerns to help the team problem solve and solution build.</li> <li>• Communicates with team members and external stakeholders effectively to facilitate the achievement of objectives.</li> </ul>



## INDIVIDUAL CONTRIBUTOR

COMPETENCY	BEHAVIOURAL EXPECTATIONS
<p><b>INNOVATION</b></p> 	<ul style="list-style-type: none"> <li>• Contributes to a culture of innovation and continuous improvement and embraces changes as a result.</li> <li>• Brings improvements through innovative solutions or approaches.</li> <li>• Communicates ideas, views, and concerns effectively and respectfully and actively participates in exchanges of ideas with others (i.e. at meetings or planning sessions).</li> <li>• Makes well-thought-out recommendations to management.</li> </ul>
<p><b>SERVICE EXCELLENCE</b></p> 	<ul style="list-style-type: none"> <li>• Recognizes potential problems and works to resolve issues before they progress.</li> <li>• Ensures that their work meets the needs of the customer by considering the customer's needs, making suggestions, and providing service typically resulting in customer satisfaction.</li> <li>• Meets customer expectations by demonstrating the ability to translate directions into concrete work activities and plans and adjusts work based on requirements.</li> <li>• Follows through on commitments and provides a level of service and assistance that is consistent with organizational guidelines and practices.</li> </ul>
<p><b>ACCOUNTABILITY &amp; INTEGRITY</b></p> 	<ul style="list-style-type: none"> <li>• Reports dishonest activities or conduct through the appropriate channels.</li> <li>• Elicits trust by modelling effective behaviours such as following through on commitments.</li> <li>• Takes accountability and ownership for own actions, admits mistakes, and seeks honest feedback to learn from those mistakes.</li> <li>• Demonstrates values and ethics in personal behaviour.</li> <li>• Supports diversity to promote an inclusive workplace in which everyone is respected and valued.</li> </ul>
<p><b>EFFECTIVE COMMUNICATION &amp; TEAMWORK</b></p> 	<ul style="list-style-type: none"> <li>• Participates in team building and works toward achieving team objectives.</li> <li>• Responds respectfully to inquiries, emails, requests and complaints in a timely fashion and with an appropriate method of communication.</li> <li>• Respects contributions of all team members, demonstrates cooperation and supports team decisions.</li> <li>• Asks clarifying questions and passes along information when necessary.</li> <li>• Seeks out facts and pertinent information to gain understanding before drawing conclusions or taking action.</li> </ul>

## APPENDIX 3: LEADERSHIP COMPETENCY MODEL FOR OXFORD COUNTY



### STRATEGIC THINKING

- Advises and plans based on analysis and trends, and understands how these link the responsibilities, capabilities, and potential of the organization.
- Scans an ever-changing, complex environment in anticipation of emerging crises and opportunities.
- Develops well-informed advice and strategies that are sensitive to the various needs of multiple stakeholders and partners, reflects the strategic direction of municipal government and positions the County for success.

#### EMERGING LEADER

- Knowledgeable in current and possible future policies, practices, trends, technology, and the department and organization.
- Makes well-thought-out recommendations to management and clients.
- Integrates information from multiple sources to form a comprehensive perspective.

#### LEADER

- Translates vision and policy into concrete direction and plans.
- Links corporate programs and services to departmental policies.
- Frames questions and analysis with a thorough understanding of organizational and departmental issues and priorities.
- Designs solutions to operational problems.
- Anticipates emerging issues/changing context and develops strategies to resolve problems or take advantage of opportunities.

#### CHAMPION

- Frames issues with a thorough understanding of County issues, problems and plans.
- Identifies links among economic trends, stakeholder concerns, public service values and regional issues.
- Identifies issues in complex, ambiguous and rapidly changing contexts.
- Incorporates vision and strategic planning into the full range of the organization's activities.
- Sets a clear long-term strategic direction and empowers others to develop plans to achieve the direction.

# APPENDIX 3: LEADERSHIP COMPETENCY MODEL FOR OXFORD COUNTY



## MOTIVATING PEOPLE & ACHIEVING RESULTS

- Demonstrates initiative and resourcefulness to get things done.
- Provides clear direction and expectations.
- Acts to ensure others perform in accordance with clear expectations and goals.
- Motivates others to achieve expected outcomes.



- Participates in setting attainable team goals, priorities and work plans.
- Can clearly articulate goals (organizational, team and individual) and what is required to achieve them.
- Shows respect for capabilities of others and speaks of team members in positive terms.
- Maintains focus on priority activities.
- Coaches others and motivates people to achieve quality results.

- Works with people to set challenging and achievable goals with clear accountabilities for results.
- Makes timely decisions to move work forward. Takes calculated risks to improve services and achieve goals.
- Addresses performances in a timely way and acts to improve performance.

- Sets achievable departmental and organizational goals and priorities.
- Ensures adequate resources are directed to meet stated goals and priorities.
- Balances immediate needs and longer range priorities.
- Executes organizational business plan to achieve results.

## APPENDIX 3: LEADERSHIP COMPETENCY MODEL FOR OXFORD COUNTY



### PROJECT/PROCESS MANAGEMENT

- Understands the structure and culture of the organization and is able to accomplish results through the most effective channels.
- Manages effectively within the County systems, operational policies, and the public service environment.

#### EMERGING LEADER

- Responds effectively to unforeseen problems.
- Demonstrates a thorough understanding of structures and processes within own work group.
- Develops and uses informal relationships beyond own work group to get things done (i.e., knows who to ask for what).
- Ensures quality and quantity standards are met.

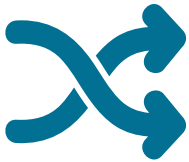
#### LEADER

- Recognizes and uses corporate culture, County processes and underlying knowledge to produce best results.
- Contributes to the creation, revision or improvement of County policies and practices.
- Defines outcomes and expectations based on customer requirements.
- Develops a work plan with tasks, time frames, milestones, resources, and dependencies.

#### CHAMPION

- Demonstrates an in-depth knowledge and understanding of business planning, accountability practices and management systems.
- Represents Oxford County at municipal level on task forces and learns to provide perspectives on program initiatives and processes.
- Sets deadlines in a way that gets commitment from all parties involved.
- Ensures support for projects and implements organizational goals and strategic objectives.

# APPENDIX 3: LEADERSHIP COMPETENCY MODEL FOR OXFORD COUNTY



## FOSTERING CHANGE

- Works to continually understand, engage in and implement organizational changes and technologies that improve processes, practices and outcomes.
- Is flexible and adaptable in meeting the changing demands of clients, stakeholders and the public.



### EMERGING LEADER

- Adapts plans in response to changes in direction and priorities.
- Understands the changing needs of clients, stakeholders and the public.
- Facilitates the implementation and acceptance of change.
- Addresses change resistance and shows empathy towards people who feel a loss as a result of change.

### LEADER

- Able to communicate the vision for a change to those affected. Actively involves others in the process.
- Helps others to successfully manage organizational change.
- Facilitates groups or teams through the problem-solving and creative-thinking processes leading to the development and implementation of new approaches, systems, structures, and methods.
- Develops, plans, and follows through on change initiatives.
- Anticipates resistance to change and utilizes effective strategies to address those issues.

### CHAMPION

- Creates a culture where change and challenging the status quo is expected and supported.
- Takes action to align the organization (people, processes, structure, technology) with planned changes.
- Encourages and supports organizational changes needed to improve the organization's effectiveness.
- Acts as a champion for change.

## EMERGING LEADER



- |  |   |   |  |
|--|---|---|--|
| <ul style="list-style-type: none"> <li>• Knowledgeable in current and possible future policies, practices, trends, technology, and the department and organization.</li> <li>• Makes well-thought-out recommendations to management and clients.</li> <li>• Integrates information from multiple sources to form a comprehensive perspective.</li> </ul> | <ul style="list-style-type: none"> <li>• Participates in setting attainable team goals, priorities and work plans.</li> <li>• Can clearly articulate goals (organizational, team and individual) and what is required to achieve them.</li> <li>• Shows respect for capabilities of others and speaks of team members in positive terms.</li> <li>• Maintains focus on priority activities.</li> <li>• Coaches others and motivates people to achieve quality results.</li> </ul> | <ul style="list-style-type: none"> <li>• Responds effectively to unforeseen problems.</li> <li>• Demonstrates a thorough understanding of structures and processes within own work group.</li> <li>• Develops and uses informal relationships beyond own work group to get things done (i.e., knows who to ask for what).</li> <li>• Ensures quality and quantity standards are met.</li> </ul> | <ul style="list-style-type: none"> <li>• Adapts plans in response to changes in direction and priorities.</li> <li>• Understands the changing needs of clients, stakeholders and the public.</li> <li>• Facilitates the implementation and acceptance of change.</li> <li>• Addresses change resistance and shows empathy towards people who feel a loss as a result of change.</li> </ul> |
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## APPENDIX 4: LEADERSHIP COMPETENCIES BY LEVEL

# LEADER



- |   |   |   |   |
|---|---|---|---|
| <ul style="list-style-type: none"><li>• Translates vision and policy into concrete direction and plans.</li><li>• Links corporate programs and services to departmental policies.</li><li>• Frames questions and analysis with a thorough understanding of organizational and departmental issues and priorities.</li><li>• Designs solutions to operational problems.</li><li>• Anticipates emerging issues/changing context and develops strategies to resolve problems or take advantage of opportunities.</li></ul> | <ul style="list-style-type: none"><li>• Works with people to set challenging and achievable goals with clear accountabilities for results.</li><li>• Makes timely decisions to move work forward. Takes calculated risks to improve services and achieve goals.</li><li>• Addresses performances in a timely way and acts to improve performance.</li></ul> | <ul style="list-style-type: none"><li>• Recognizes and uses corporate culture, County processes and underlying knowledge to produce best results.</li><li>• Contributes to the creation, revision or improvement of County policy and practices.</li><li>• Defines outcomes and expectations based on customer requirements.</li><li>• Develops a work plan with tasks, time frames, milestones, resources, and dependencies.</li></ul> | <ul style="list-style-type: none"><li>• Able to communicate the vision for a change to those affected. Actively involves others in the process.</li><li>• Helps others to successfully manage organizational change.</li><li>• Facilitates groups or teams through the problem-solving and creative-thinking processes leading to the development and implementation of new approaches, systems, structures, and methods.</li><li>• Develops, plans, and follows through on change initiatives.</li><li>• Anticipates resistance to change and utilizes effective strategies to address those issues.</li></ul> |
|---|---|---|---|

## APPENDIX 4: LEADERSHIP COMPETENCIES BY LEVEL

### CHAMPION



- Frames issues with a thorough understanding of County issues, problems and plans.
  - Identifies links among economic trends, stakeholder concerns, public service values and regional issues.
  - Identifies issues in complex, ambiguous and rapidly changing contexts.
  - Incorporates vision and strategic planning into the full range of the organization's activities.
  - Sets a clear long-term strategic direction and empowers others to develop plans to achieve the direction.
- Sets achievable departmental and organizational goals and priorities.
  - Ensures adequate resources are directed to meet stated goals and priorities.
  - Balances immediate needs and longer range priorities.
  - Executes organizational business plan to achieve results.
- Demonstrates an in-depth knowledge and understanding of business planning accountability practices and management systems.
  - Represents Oxford County at a municipal level on task forces and learn to provide perspectives on program initiatives and processes.
  - Sets deadlines in a way that gets commitment from all parties involved.
  - Ensures support for projects and implements organizational goals and strategic objectives.
- Creates a culture where change and challenging the status quo is expected and supported.
  - Takes action to align the organization (people, processes, structure, technology) with planned changes.
  - Encourages and supports organizational changes needed to improve the organization's effectiveness.
  - Acts as a champion for change.





***For more information contact:***

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*Oxford County*

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