

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

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.

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

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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
CAO	<ul style="list-style-type: none"> • Models and instills commitment to citizen-focused service and the public good. • 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. • Holds self and the organization to the highest ethical and professional standards. • Models and builds a culture of respect for people and public service principles.
DIRECTOR	<ul style="list-style-type: none"> • Builds corporate values into department policies and programs. • Models and practices transparency and fairness without favouritism in all transactions, including staffing, contracting, and day to day activities.
MANAGER/ SUPERVISOR	<ul style="list-style-type: none"> • Implements corporate values into department practices and processes. • 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. • Reflects commitment to citizens and clients in own and division activities. • Fosters a climate of transparency, trust, and respect within the division and in partnerships.
PROFESSIONAL	<ul style="list-style-type: none"> • 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. • Analyzes setbacks and seeks honest feedback to learn from mistakes.
INDIVIDUAL CONTRIBUTOR	<ul style="list-style-type: none"> • Reports dishonest activities or conduct through the appropriate channels. • Elicits trust by modelling effective behaviours such as following through on commitments. • Takes accountability and ownership for own actions, admits mistakes, and seeks honest feedback to learn from those mistakes. • Demonstrates values and ethics in personal behaviour. • Supports diversity to promote an inclusive workplace in which everyone is respected and valued.

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

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