



**CMO**

Accreditation  
Competency  
Framework

# SUBMISSION REQUIREMENTS

## A: MUNICIPAL OPERATIONS

Operations relating to local government administration.

### A.1 Implementation and Administration of Legislation

- Knowledge of the legal framework within which a municipality must operate including statutes, administrative regulations and legislation; implementation and enforcement as required by law.

Behavioural Indicator	Required Output
A.1.1 Maintain working knowledge of current legislation, statutes, administrative regulations; research, interpret and incorporate current or pending legislation as part of job performance.	Explain, support and demonstrate how you interpreted and incorporated current or pending legislation that is relevant to your organization. What was the required action, including any recommendations you made? (i.e. by-law, policy, report).
A.1.2 Communicate to staff, council and/or the public, information relevant to the legislative environment.	Provide written documentation of your communication to staff, public or municipal professionals about the application, impact and consequences of new or pending legislation.

### A.2 Policy Development

- The process of identifying policies and procedures as required by law or statute. In addition, to identify issues that may be addressed by a policy which will provide direction for municipal operations and administration of the municipality

Behavioural Indicator	Required Output
A.2.1 Identify policy/procedure with reference to relevant legislation and/or the rationale behind development of said policy/procedure.	Provide an example of a policy or procedure you identified as needed because of specific legislation. Support this through documentation.
A.2.2 Interpret legislation when developing policy or procedure.	Using an example of specific legislation, explain the process you followed to interpret the legislation in order to develop the policy or procedure provided in A.2.1.

# SUBMISSION REQUIREMENTS

## B: COMMUNICATION

Facilitating the flow of ideas, information and understanding between and among individuals and advocating effectively in the community interest.

### B.1 Report Writing and Presentation Skills

➤ Effectively express ideas and information through oral and written communication.

Behavioural Indicator	Required Output
B.1.1 Prepare concise reports and/or briefings for organized and purposeful presentations.	Using an example, explain how you positioned a report/briefing or presentation in response to a specific situation or audience. Support this through documentation.
B.1.2 Convey information in a clear, confident and succinct manner.	Using an example, explain how you have conveyed complex information in a concise, succinct manner to a targeted audience. Support this through documentation.
B.1.3 Compel others to see different perspectives through persuasive arguments.	Using a scenario where you had to compel others to see a different perspective through a persuasive argument, explain what was done, how it was executed and the end result. Support this through documentation.
B.1.4 Demonstrate acuity to incorporate real time citizen cues into presentations, discerning what is important and what is not important.	Using an example, explain how you incorporate feedback (i.e. cues, reactions, determine what is important, what is not etc.). Support this through documentation.

# SUBMISSION REQUIREMENTS

## B.2 Media and Stakeholder Relations

- Communicating information to the media in a way that increases public understanding of local government issues and activities and builds positive relationships.

Behavioural Indicator	Required Output
B.2.1 Use of established key messaging and media relations policy (if available) when acting as a spokesperson for the municipality.	Provide an example that explains how you used key messaging to manage your relationship with the media; either by following media relations policies, procedures or practices. Support this through documentation.
B.2.2 Maintain professional interactions with media and stakeholders in high stress, crisis or conflict situations; political and organizational acuity to navigate difficult issues.	Using an example, describe how you managed a high stress, crisis or conflict situation with the media and/or stakeholders. Support this through documentation.

## B.3 Social Media and Information Technology

- Websites and applications that enable users to create and share information, ideas, content, personal messages or to participate in social networking. Information technology (IT) is a general term that covers all types of technology used to create, store, exchange, and use information in various formats.

Behavioural Indicator	Required Output
B.3.1 Use social media and/or information technology tools to enhance and support communication.	Using an example, explain how you use social media and/or information technology tools to enhance and support communication with stakeholders and the community. Support this through documentation.
B.3.2 Navigate usage of social media and/or information technology.	Using an example, explain how you deal with social media and/or information technology situations not covered by policies, (i.e. slander, abuse, harassment, outside influences). Support this through documentation.

# SUBMISSION REQUIREMENTS

## C: SERVICE DELIVERY

Ensuring that local government services are provided to citizens effectively, efficiently and responsively.

### C.1 Delivery of Service

› The process by which services are delivered to internal and external customers including knowledge of the workings, structure and culture of the municipality and current political, social and economic issues which affect the municipality.

Behavioural Indicator	Required Output
C.1.1 Maintain knowledge of basic principles of service delivery to citizens in a range of municipal functional areas.	Explain how you remain current on service delivery approaches and techniques in order to ensure that enhanced customer service is always a key objective. Support this through documentation.
C.1.2 Identify synergies, efficiencies, cost savings and innovations across service areas while maintaining quality service.	Provide an example of any two of synergies, efficiencies, cost savings or innovations you have identified. Explain the impact or projected impact on the quality of service. Support this through documentation.
C.1.3 Assess community needs using multiple information gathering techniques.	Provide evidence of a community needs assessment referencing the techniques used to gather the information. Support this through documentation.
C.1.4 Identify service delivery options based on identified community needs and organizational goals.	Using an example of identified community needs, explain the service delivery options you presented. (i.e. in house, mixed model delivery of service or outsource - OPP vs. community policing). Relate your example to the organizational goals. Support this through documentation.
C.1.5 Allocate resources and assess the impact of service delivery decisions.	Using an example of a report or briefing you prepared or presented on the projected impact on service delivery of resource allocation recommendations or decisions, explain the impact. Support this through documentation.

# SUBMISSION REQUIREMENTS

Behavioural Indicator	Required Output
C.1.6 Gather input from citizens to assess their level of satisfaction. Communicate with citizens and provide a feedback mechanism.	Explain how you obtain input from citizens on their level of satisfaction, including feedback mechanisms available/used, referencing your specific role. Support this through documentation.
C.1.7 Model innovative ways to respond to citizen needs including use of technology at all levels to assist in assessment or delivery of service.	Explain how you obtain input from citizens on their level of satisfaction, including feedback mechanisms available/used, referencing your specific role. Support this through documentation.
C.1.8 Analyze citizen feedback and experience for future refinements and improvement.	Using an example of a report or briefing you prepared or delivered in response to an analysis of citizen feedback (including your recommendation), explain how the feedback was/will be used for service improvements. Support this through documentation.

## C: SERVICE DELIVERY

Ensuring that local government services are provided to citizens effectively, efficiently and responsively.

### C.2 Quality of Results

➤ Design service delivery goals to measure against established indicators of performance.

Behavioural Indicator	Required Output
C.2.1 Communicate to staff the importance of service quality and involve staff in identifying opportunities for quality improvement.	Provide specific documentation to demonstrate how you have involved staff in identifying opportunities for quality improvement. Include an example of communication to staff of the importance of service quality.
C.2.2 Implement service quality improvement programs.	Using an example, tell us how you have implemented service quality improvement programs. Support this through documentation.

# SUBMISSION REQUIREMENTS

Behavioural Indicator	Required Output
C.2.3 Set service delivery performance standards and objectives and measure results.	Explain how you set service delivery performance standards and objectives with your staff. Support this through documentation.
C.2.4 Monitor service delivery against performance standards in order to maintain a consistently high level of quality in staff work, operational procedures and service delivery.	Provide written documentation to demonstrate how you monitor service delivery against performance standards with reference to the standards.
C.2.5 Evaluate citizen satisfaction and use the data to improve service delivery including incorporating feedback.	Provide a report or briefing of a citizen satisfaction assessment and explain how the data was used to improve service delivery, with specific reference to your role.

# SUBMISSION REQUIREMENTS

## D: GOVERNMENT RELATIONS AND CITIZEN ENGAGEMENT

Demonstrating a commitment to democratic principles by engaging community interest groups in the decision-making process; educating the public about policy initiatives and acquiring knowledge of the social, economic and political make-up of the community.

### D.1 Public Engagement and Consultation

➤ Civic engagement or civic participation is the encouragement of the general public to become involved in the political process and the issues that affect them.

Behavioural Indicator	Required Output
D.1.1 Engage the public and/or key stakeholder groups in decision-making through a range of consultation practices.	Provide an example of active engagement of the general public or key stakeholders on a specific issue (what, how, outcome) with specific reference to your role. What consultation methods did you use and why? (i.e. face-to-face meetings, social media, information technology, website communications, surveys). Support this through documentation.

### D.2 Government Relations

➤ An educational process: educating business leaders about how government works; educating officials about the issues important to business or other constituencies; educating government, business leaders and the public about the potential consequences of decisions.

Behavioural Indicator	Required Output
D.2.1 Manage relationships with other organizations/governments for the benefit of residents.	Using a specific situation, explain how you manage relationships with other organizations and/or governments (i.e. minutes of meetings with other municipalities, local boards, agencies, other levels of government, where issues were discussed/advice was given). Support this through documentation.



# SUBMISSION REQUIREMENTS

## D.3 Community Liaison

- Establish and maintain connections and relationships with the community, key stakeholders and the public.

Behavioural Indicator	Required Output
D.3.1 Create and maintain communication links with the public and key stakeholders.	Explain how you have created and maintained communication links with the public and/or key stakeholders. Support this through documentation.
D.3.2 Connect with community organizations professionally.	Explain your professional involvement with community organizations. Reference how the connection that you maintain with the community serves a value to your municipality and the public. Support this through documentation.

## D.4 Advocacy

- Active support for a recommendation or a particular cause or policy.

Behavioural Indicator	Required Output
D.4.1 Advocate strategically for policies, programs and ideals that serve community interests.	Using a specific example of a particular cause/policy, explain and/or demonstrate the strategy you employed to advocate for the cause/policy. How did the advocacy serve the community interests? Support this through documentation.
D.4.2 Position the interests of council to external audiences.	Describe an instance where you had to communicate a specific position of council to an external stakeholder or the public. Support this through documentation.

# SUBMISSION REQUIREMENTS

## E: STRATEGIC AND ORGANIZATIONAL MANAGEMENT

Implementing a leadership style that encourages the organization and the community toward visioning and goal setting, creative problem solving, priority setting, embracing change and progressive action.

### E.1 Problem Solving and Decision Making

› Identifies solutions and uses sound judgment to decide on a timely and effective course of action.

Behavioural Indicator	Required Output
E.1.1 Anticipate and prevent problems where possible.	Describe a situation where you analyzed a problem, identified its root causes and brought various individuals or groups together to resolve the problem. What was the result or outcome? Support this through documentation.
E.1.2 Recognize underlying causes of problems and the role of individual dynamics.	Describe a situation where you were faced with having to make a difficult or unpopular decision or participate in a challenging discussion. What was the situation, how did you manage it and what was the outcome? Support this through documentation (i.e. in support of conversations held and the decisions made).
E.1.3 Make difficult decisions and have difficult conversations.	Describe a situation where you were faced with having to make a difficult or unpopular decision or participate in a challenging discussion. What was the situation, how did you manage it and what was the outcome? Support this through documentation (i.e. in support of conversations held and the decisions made).
E.1.4 Work proactively to identify, prevent or mitigate potential problems through contingency plans.	Provide an example of a problem encountered or a project or undertaking you planned from start to finish. Explain how you worked proactively to identify, prevent and or mitigate foreseeable problems by establishing contingency plans or measures. Support this through documentation.

# SUBMISSION REQUIREMENTS

## E.2 Project Planning, Execution and Control

- Creating a project plan, carrying out the work, keeping control of the project plan and work to ensure the project is completed on time, on budget and achieves the set goals and objectives.

Behavioural Indicator	Required Output
E.2.1 Apply project management concepts.	Describe with examples, a project that you managed. How did you keep the project on track, on budget, on time to achieve its stated goals and objectives? Support this through documentation.
E.2.2 Establish project goals and design a plan to achieve project goals within established timelines.	Provide a written example of a project plan you developed (which includes milestones, tasks and schedule) for the project given as an example in E.2.1. Briefly explain how the project goals were established.
E.2.3 Use budget processes effectively to manage projects.	For the project example given in E.2.1, provide examples of steps you follow to monitor expenditures relative to project tasks, to ensure a project remains within budget. Support this through documentation.
E.2.4 Apply people and time management skills to projects.	Explain how you allocated resources to the project example given in E.2.1 and followed through with resource allocation monitoring to effectively deliver the project as planned. Support this through documentation.
E.2.5 Plan, organize, implement, control, delegate and measure project activities.	Provide a written example of a project status report you prepared for the project example in E.2.
E.2.6 Maintain knowledge of how a project fits into overall organizational plans and goals.	Provide an example of a project you proposed which was aligned with a strategic or departmental plan and how it met key deliverables. Support this through documentation.

# SUBMISSION REQUIREMENTS

## E.3 Knowledge of Organizational Structure

› Information and awareness of work units or groups within an organization.

Behavioural Indicator	Required Output
E.3.1 Apply team strategies and/or organizational structures that facilitate achievement of organizational goals and objectives.	Provide an example of strategies or structures you used within a work unit or group to facilitate achievement of organizational goals and objectives. Support this through documentation.
E.3.2 Maintain working knowledge of internal organizational politics and the impact on the organization.	Provide an example of strategies and practices you employ to gain an understanding of internal politics at play within your organization. Or, using an example of your organization's varied perspectives, explain how you attempt to strike a balance of these perspectives. Explain the impact this has had or may have on the organization. Support this through documentation.
E.3.3 Recognize how organizational structure differs relative to other relevant comparators i.e. between small vs. large municipalities.	Explain how you have kept current on various issues and challenges which municipalities face given their differing organizational structures, limitations and strengths. Support this through documentation.
E.3.4 Adapt work unit, department or organizational structure to respond to influences including taxpayer/council demands, population growth, legislative changes, personnel skills and abilities, program changes.	Provide an example of an adaptation of a work unit or organizational structure you have completed in response to internal or external influences, demands or challenges. Explain the influence, demand or challenge which led to the adaptation. Describe the results or outcome. Support this through documentation.

# SUBMISSION REQUIREMENTS

## E.4 Managing Consultants, Partners and Other Stakeholders

- The ability to build capacity through collaborative internal/external networks and strategic partnerships.

Behavioural Indicator	Required Output
E.4.1 Balance diverse and sometimes conflicting needs, demands, positions and interests of stakeholders involved in issues.	Provide an example of a specific situation where you had to balance diverse needs and how you handled the situation with reference to the outcome. Support this through documentation.
E.4.2 Apply mediation and negotiation skills to successfully resolve disputes as they arise.	Provide an example of a specific situation where you had to apply mediation/ negotiation skills with reference to the outcome. Support this through documentation.
E.4.3 Assess situations prior to considering alternative courses of action including implications of the decisions.	Provide an example of a specific situation where you had to consider alternative courses of action. Explain the action(s) you took and the implications of your actions and decision. Support this through documentation.
E.4.4 Establish productive working relationships and networks with consultants, partners and other stakeholders.	Provide an example of a working relationship/network you have with consultants, partners or stakeholders. Explain how and why it is productive. Support this through documentation.

# SUBMISSION REQUIREMENTS

## E.5 Strategic Planning

› Develops strategies to achieve long term goals.

Behavioural Indicator	Required Output
E.5.1 Develop and/or implement departmental strategic plans that are consistent with long range strategic plans set by the municipality; set and manage budget expectations.	Explain the strategic planning activities you have undertaken related to achievement of long term goals. Reference your specific role. Support this through documentation.
E.5.2 Recognize the importance of setting annual goals and objectives for the department or work unit to contribute to achievement of the established strategic plans.	Provide written documentation of setting annual goals and objectives for the department or work unit with reference to the link to the strategic plan (where a strategic plan exists). Reference your specific role. Support this through documentation.
E.5.3 Communicate strategic plans to all relevant stakeholders.	Explain how you have communicated strategic plans to all relevant stakeholders with reference to specific stakeholders, your role and the results. Support this through documentation.
E.5.4 Conduct environmental scan, adapt and develop a course of action appropriate to the current environment.	Provide an environmental scan report or written documentation you completed together with any recommendations provided.
E.5.5 Act proactively to achieve goals without direction from others.	Provide a specific example of when you took initiative to achieve a desired outcome. Be specific how the example used demonstrates initiative and reference the specific goal or outcome. Support this through documentation.
E.5.6 Plan work to maximize efficiency and minimize downtime.	Explain what time management strategies you used effectively with reference to how the strategies maximized efficiency and minimized downtime. Support this through documentation.

# SUBMISSION REQUIREMENTS

## F: HUMAN RESOURCE MANAGEMENT

Effective use of human resources in an organization through the management of people-related activities including legal issues, staffing, recruitment and selection, performance management, training, compensation, labour relations, and technical support systems. The ability to remain current on relevant laws, regulations and legal rulings.

### F.1 Recruitment and Hiring

➤ Activities involved in building and maintaining a workforce including sourcing, recruiting, hiring, orientation and retention.

Behavioural Indicator	Required Output
F.1.1 Incorporate alignment of the department and corporate philosophy and values into recruitment and hiring practices.	Provide an example of the steps you take in the recruitment/hiring process to ensure alignment to the department/corporate environment. Reference a specific recruitment/hire. Support this through documentation.
F.1.2 Employ strategic sourcing strategies for recruitment that include internal and external sourcing and a recruitment plan.	Provide an example of a strategic sourcing strategy you have used for recruitment with reference to a specific position. Support this through documentation.
F.1.3 Use a merit based interview process in rating of applicants.	Provide a written outline/example of the interview process you developed or interview process you used for a specific position which demonstrates a merit based interview process in rating of applicants. Support this through documentation.
F.1.4 Negotiate or contribute to the negotiation of clear, manageable contractual or employment agreements.	Provide a written example of a clear, manageable employment contract/agreement. Explain your specific role. Do not provide any identifying information or names to maintain confidentiality. Support this through documentation.
F.1.5 Comply with recruitment and hiring legislation.	Identify specific recruitment and hiring legislation you are required to comply with. Provide a specific example of compliance/evidence to demonstrate how you ensure hiring practices meet all applicable laws. Support this through documentation.

# SUBMISSION REQUIREMENTS

## F.2 Performance Management

- › An ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing strategic objectives of the organization.

Behavioural Indicator	Required Output
F.2.1 Promote ongoing performance management discussions.	Provide an example to demonstrate you hold routine and ongoing performance management discussions with staff to ensure objectives and deliverables are met. Do not provide any identifying information or names to maintain confidentiality. Support this through documentation.
F.2.2 Set performance goals with employees.	Using the example provided in F.2.1, or another example, explain how you work with employees to set clear, measurable and achievable performance goals. Do not provide any identifying information or names to maintain confidentiality. Support this through documentation.
F.2.3 Provide opportunities for training and development as a follow up to performance management discussions and/or to implement succession planning initiatives.	Using the example provided in F.2.1, explain what opportunities for training and development were provided as follow up to performance management discussions. Or, provide examples of training/ development opportunities provided which aligned with employee growth needs and/or for long term succession planning purposes. Do not provide any identifying information or names to maintain confidentiality. Support this through documentation.
F.2.4 Manage the various stages of progressive discipline up to and including dismissal and conduct the process in a constructive way in an effort to re-engage the employee or allow the employee to adjust inappropriate behaviours.	Provide an example of a situation where progressive discipline was used effectively to promote employees to adjust inappropriate behaviours. Explain the process you used to re-engage the employee. Do not include any identifying information or names to maintain confidentiality. Support this through documentation.



# SUBMISSION REQUIREMENTS

## F.3 Coaching and Mentoring

- Providing timely guidance and feedback to help others strengthen specific knowledge and skill as needed to accomplish a task or solve a problem.

Behavioural Indicator	Required Output
F.3.1 Use appropriate coaching and mentoring approaches to develop and inspire staff and maximize individual performance at the various stages of an employee's career.	Using a specific scenario based on an actual example, explain the coaching and mentoring approaches or strategies you have used to maximize individual performance or allow an employee to grow into a better employee. Explain the outcome or result with reference to develop/inspire staff. Support this through documentation.

## F.4 Conflict Management

- Dealing effectively with others using appropriate interpersonal styles and methods to reduce tension or conflict between two or more people.

Behavioural Indicator	Required Output
F.4.1 Use a variety of methods to address and manage conflict including communication techniques, internal and/or external mediation.	Using a specific example of conflict encountered, explain or discuss the methods you used to address and manage the conflict with reference to communication techniques and/or mediation. Do not include any identifying information or names to maintain confidentiality. Support this through documentation.

# SUBMISSION REQUIREMENTS

## F.5 Labour and Employee Relations

- The practice of managing employment situations. The relationship between an organization and its employees regarding terms and conditions of employment.

Behavioural Indicator	Required Output
<p>F.5.1 Maintain general working knowledge of labour relations and relevant laws, regulations and legal rulings that govern human resource practices.</p>	<p>Outline the relevant laws, regulations and legal rulings that you are required to adhere to with regard to human resources. Provide an example of application of the above. (i.e. how do you stay current with applicable regulations, legislation and policies pertinent to employment/human resource matters?). Support this through documentation.</p>
<p>F.5.2 Contribute to contract/employment agreement language and provide operational interpretation.</p>	<p>Provide a sample/example of a contract or employment agreement you have drafted or contributed to, with specific reference to your role. Do not include any identifying information or names to maintain confidentiality.</p>
<p>F.5.3 Develop retention and attraction strategies using external compensation market research.</p>	<p>Explain the strategies or policies you have developed for employee attraction and retention or used for a specific position, with reference to any research you may have conducted. Support this through documentation.</p>
<p>F.5.4 Develop internal job equity evaluation processes to meet pay and employment equity requirements.</p>	<p>Provide a written example of the internal job equity evaluation process you have developed or used for a specific position. Do not include any identifying information or names to maintain confidentiality. Support this through documentation.</p>

# SUBMISSION REQUIREMENTS

Behavioural Indicator	Required Output
F.5.5 Use mediation/negotiation to effectively explore alternatives and positions to reach outcomes that gain the support and acceptance of both parties.	Describe an actual scenario where you used mediation/negotiation. Explain the situation and the outcome(s)/result with reference to specific techniques used. Or, provide examples of your role in labour relations dispute resolution matters which ended in positive support from all parties. Do not include any identifying information or names to maintain confidentiality. Support this through documentation.
F.5.6 Implement or participate in the development of workplace accommodations and return to work programs following long term disability or WSIB claims or in accordance with AODA employment standards.	Provide written documentation of your role in implementation or participation in workplace accommodation to manage employment situations. Explain what, the outcome or result. Support this through documentation.

# SUBMISSION REQUIREMENTS

## G: FINANCIAL MANAGEMENT

Demonstrating a sound grasp of the fundamentals of budget preparation and management with consideration to long and short term needs, as well as implementing and monitoring financial policies and procedures related to assets and services.

### G.1 Budgeting

➤ Preparing, administering and monitoring a budget.

Behavioural Indicator	Required Output
G.1.1 Prepare, modify and approve draft budgets using data from previous periods, planning information, forecasting, analysis and other relevant information.	Explain the process you used to prepare, modify and obtain approval of a draft budget (reference how data from previous periods, planning information, forecasting analysis and other relevant information was used). Specify your role throughout the process. Support this through documentation.
G.1.2 Comply with budget guidelines.	Describe a situation when you applied budget guidelines. Reference the applicable budget guideline. Support this through documentation.
G.1.3 Request and receive budget input (i.e. Budget reports).	Provide documentation of input requested and received. Be specific about the input you requested and the input you received – what did you do with the input?
G.1.4 Participate in the development of long and short term financial and asset management plans or professional development completed.	Explain how you participated in the development of a long and short term financial and asset management plan with specific reference to your role. Or, explain how you have acquired knowledge of, or training in, the development of a long and short term financial/asset management plan. Support this through documentation.
G.1.5 Identify opportunities for revenue generation and cost savings.	Provide an example of specific opportunities you identified for revenue generation or cost savings with specific reference to your role. Support this through documentation.

# SUBMISSION REQUIREMENTS

## G.2 Financial Analysis and Reporting

➤ The process of reviewing and evaluating municipal financial statements.

Behavioural Indicator	Required Output
G.2.1 Demonstrate knowledge of financial reports and financial information through the use of financial information to analyze, project and control municipal activities.	Provide an example of a financial report you have produced or reviewed. Explain how you have used this financial report including any recommendations. Support this through documentation.

## G.3 Internal Control

➤ Internal control, as defined in accounting and auditing, is a process for assuring achievement of an organization's objectives in operational effectiveness and efficiency, reliable financial reporting and compliance with laws, regulations and policies.

Behavioural Indicator	Required Output
G.3.1 Adhere to processes and policies to ensure that funds are administered and are used for the purposes for which they were authorized and intended.	Provide an example to demonstrate adherence to processes and policies specific to internal control, including communication to staff. Support this through documentation.
G.3.2 Monitor activities and transactions to ensure compliance with internal control policies and procedures.	Provide a sample of a monitoring report/tracking tool you use. Explain your role in monitoring and ensuring compliance. Support this through documentation.

# SUBMISSION REQUIREMENTS

## G.4 Procurement

➤ The acquisition of goods, services or works from an external source.

Behavioural Indicator	Required Output
G.4.1 Adhere to guidelines and policies to ensure that purchases of materials, supplies and services provide the most competitive costs consistent with the required quality and service.	Using an example, explain the process you use to acquire goods, services or works with reference to specific guidelines and policies you follow. Support this through documentation.
G.4.2 Conduct purchasing in an open, transparent manner.	Using an example, explain how you have ensured that procurement you have managed was conducted in an open, transparent manner. Support this through documentation.
G.4.3 Administer purchasing policies that promote and maintain the integrity of the purchasing process, and protection of council, vendors and staff involved in the process by providing clear direction and accountability.	Provide an example of direction given to staff on purchasing policies with specific reference to accountability measures you have used. Support this through documentation.

## G.5 Risk Management

➤ Risk management is the identification, assessment and prioritization of risks, followed by coordinated and economical application of resources to minimize, monitor and control the probability and/or impact of unfortunate events, or to maximize the realization of opportunities.

Behavioural Indicator	Required Output
G.5.1 Implement processes and policies to prevent harm or injury to municipal corporate assets from any party.	Explain how you ensure staff adhere to or develop risk management processes and policies. Support this through documentation.

# SUBMISSION REQUIREMENTS

## H: LEADERSHIP

Demonstrates strategic and operational leadership ability.

### H.1 Team Leadership

- A team leader provides guidance, instruction, direction and leadership to a group of individuals (the team) for the purpose of achieving a key result/group of aligned results.

Behavioural Indicator	Required Output
H.1.1 Manage and guide group efforts to achieve results.	Using a specific example, explain how you have led and managed a group to meet desired outcomes, using guidance, instruction and supportive direction. Support this through documentation.
H.1.2 Anticipate challenges and make course corrections as needed to achieve team goals.	Provide a specific example of a situation where you anticipated a problem before it became an issue and needed to make course corrections to achieve team goals: (i.e. why, what, how, outcome). Support this through documentation.
H.1.3 Inspire team members to perform to the best of their abilities.	Explain the strategies you use to increase productivity/inspire team members (i.e. team building activities, informal recognition, and crosstraining). What was the outcome on performance? Support this through documentation.
H.1.4 Identify the strengths and weaknesses of each member and leverage each individual's strengths.	Using a specific example, explain how you identify the strengths and weaknesses of team members and how you harness the strengths. Do not include identifying information or names to protect confidentiality. Support this through documentation.
H.1.5 Provide opportunities to engage, gain input and buy in from the team to achieve goals.	Provide a specific example of how you ensure active engagement/participation from team members. Explain the goal and the outcome/result of the opportunities you provided. Support this through documentation.

# SUBMISSION REQUIREMENTS

## H.2 Vision

- An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

Behavioural Indicator	Required Output
H.2.1 Keep the organization's vision and values at the forefront of decision making and actions.	Describe a situation when you planned team/group priorities to reflect the organization's vision and values. What did you do? Support this through documentation.
H.2.2 Anticipate social, legislative or other developments that may impact operations.	Using a specific example, explain how you anticipate the impact on operations of social, legislative or other developments. Reference the methods you use (i.e. surveys, research, community engagement) Support this through documentation.
H.2.3 Communicate organizational vision to staff/colleagues/community/stakeholders and foster support and enthusiasm for the vision.	Provide an example of how you communicate the organizational vision to help others understand what work needs to be done, why and their individual role in achieving the vision. (I.e. internal memos, presentations, posters, incorporate vision into objective setting, performance reviews or interdepartmental projects, ties the day's events back to the vision). Reference your specific role. Support this through documentation.



# SUBMISSION REQUIREMENTS

## H.3 Manages Change

› Initiates and/or manages the change process.

Behavioural Indicator	Required Output
H.3.1 Communicate and build support for well-planned organizational changes.	Describe an organizational change you communicated and the strategies you used to build support. Support this through documentation.
H.3.2 Maintain working knowledge of the existence and nature of internal and external drivers of change and change management examples/models.	Explain how you maintain working knowledge of the nature of internal/ external drivers of change and change management models. Support this through documentation.
H.3.3 Utilize champions, steering committees and transition teams to effectively implement major changes.	Using an example, explain how you have engaged champions, steering committees and/or transition teams to implement a change with reference to your role. Support this through documentation.
H.3.4 Use creative and innovative approaches to address challenges and achieve objectives.	Provide an example of a creative, innovative approach to change that you have championed. Explain why this approach was creative and innovative. Support this through documentation.
H.3.5 Use technology appropriately to manage change.	<p>Provide an example of technology you have used or can be used to manage change. Explain how said technology helped you/can help you to manage change.</p> <p><i>Note: if you use technology to manage change then you must provide an example you have used. Support this through documentation.</i></p>

# SUBMISSION REQUIREMENTS

## H.4 Emotional Intelligence

- Recognize, understand and manage our own emotions and recognize the emotions of others. In practical terms, this can be described as ‘emotional literacy’; it means being aware and making effective use of the fact that emotions can drive behavior and impact people.

Behavioural Indicator	Required Output
H.4.1 Manage relationships effectively in stressful situations.	Using a specific example, discuss techniques and strategies you use to identify and manage relationships during challenging conditions. What was the outcome? Support this through documentation.
H.4.2 Build productive relationships with others.	Using a specific example, explain how you have built a productive relationship(s) with others. Describe what made the relationship productive? Support this through documentation.
H.4.3 Identify actions to manage emotions of self or others that influence behavior.	Describe a situation in which you observed someone acting out of emotion rather than being unbiased. What was the situation, what did you do and what was the outcome? Support this through documentation.
H.4.4 Uses situational leadership.	Using an example of situational leadership, what was the style you used and why? What was the result? Support this through documentation.

## H.5 Integrity

- Demonstrating fairness, honesty, ethical and legal awareness in personal and professional relationships and activities.

Behavioural Indicator	Required Output
H.5.1 Act with integrity regardless of pressures exerted by council, advocacy groups, colleagues or superiors or other interested parties. Doing the right thing at the right time.	Provide a specific example of a situation where pressure was exerted on you to take action which you could not support due to ethical concerns, and you acted with integrity instead. Explain the pressure exerted, the action you took and the outcome. Support this through documentation.