



Strategic thinking

Innovating through analysis and ideas

As leaders, all employees at the town advise and plan based on analysis of issues and trends, and how these link to the responsibilities, capabilities, and potential of the organization. They scan an ever-changing, complex environment in anticipation of emerging crises and opportunities. They develop well-informed advice and strategies that are sensitive to the various needs of multiple stakeholders and partners, reflect the strategic direction of municipal government, and position the town for success.

Manager level

Analysis

- ✓ Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization;
- Frames division direction with a thorough understanding of the department's priorities;
- Seeks clarification and direction from the director, as required;
- Integrates information from multiple sources to form a comprehensive perspective;
- Identifies cross-functional interdependencies in functions and projects;
- Analyzes setbacks and seeks honest feedback to learn from mistakes.

Innovation/ideas

- ✓ Is dedicated to meeting the expectations and requirements of internal and external customers; gets first hand customer information and uses it for improvements in products and services; acts with customers in mind;
- ✓ 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;
- Designs solutions to operational problems;
- Translates the division's direction into work activities;
- Contributes to a culture of innovation and continuous improvement;
- Redesigns work activities to meet changing needs.



Engagement

Mobilizing people, organization, partners

As leaders, all employees at the town engage people, organizations, and partners in developing goals, executing plans, and delivering results. They lay the groundwork by building coalitions with key players. They mobilize teams, building momentum to get things done by communicating clearly and consistently, investing time and energy to engage the whole organization. They use their negotiation skills and adaptability to encourage recognition of joint concerns, collaboration, and to influence the success of outcomes. They follow and lead across boundaries to engage broad-based stakeholders, partners, and constituencies in a shared agenda and strategy.

Manager level

- ✓ Establishes and maintains effective relationships with customers and gains their trust and respect;
- ✓ Makes each individual feel his/her work is important; is someone people like working for and with;
- ✓ Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect;
- Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise;
- Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis;
- Shares information vertically and horizontally;
- Promotes collaboration among direct reports;
- Encourages open constructive discussion of diverse perspectives;
- Recognizes opportunities to enhance outcomes through partnerships;
- Manages group dynamics;
- Mobilizes the team to achieve organizational and departmental goals;
- Fosters enthusiasm and common purpose.
- Accurately represents the concerns, ideas, and views of staff to upper management;
- Follows through on commitments;
- Solicits input from and listens to staff, partners, and stakeholders;
- Communicates with clarity and commitment;
- Establishes regular and comprehensive exchanges of ideas;
- Fosters a culture of engagement.



PEOPLE
INFORMATION MANAGEMENT
ACCOUNTABILITY
RISK MANAGEMENT
CHANGE MANAGEMENT
POLICIES AND PROGRAMS

Management excellence

Delivering through action management, people management, and financial management

As leaders, all employees at the town deliver results by maximizing organizational effectiveness and sustainability, ensuring that people have the support and tools they need and that the workforce as a whole has the capacity and diversity to meet current and longer-term organizational objectives. They align people, work, and systems with the business strategy to harmonize how they work and what they do. They implement rigorous and comprehensive human and financial resources accountability systems. They ensure that the integrity and management of information and knowledge are a responsibility at all levels and a key factor in the design and execution of all policies and programs.

Manager level

Action management - execution

- ✓ Can marshal resources (people, funding, material, and support) to get things done; can orchestrate multiple activities at once to accomplish a goal; identifies workload limits and resource requirements;
- ✓ Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps;
- ✓ Sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner;
- ✓ Anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results; responds decisively and quickly to emerging opportunities or risks; key risks identified, managed and reviewed regularly;
- ✓ Makes evidence-based decisions in a timely manner based upon a mixture of analysis, wisdom, experience and judgment;
- Establishes targets for quality and productivity;
- Manages workload through negotiating timelines, prudent resource planning and prioritizing, maintaining composure in demanding or stressful situations;
- Integrates legislation, regulations, and policies into practices;
- Is cognizant of decision that may be politically sensitive;
- Heeds early warning signals and advises the director and others as needed;
- Follows through on the unit's business plan from planning; implementing, monitoring and evaluating to reporting
- Manages own and others' work-life balance.

People management

- ✓ Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members;
- ✓ Optimizes diversity among team members to build strong teams with complementary strengths;
- ✓ Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work;
- ✓ Makes each individual feel his/her work is important; is someone people like working for and with;
- ✓ Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all others fail;
- ✓ Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them;
- ✓ Coaches, challenges and provides opportunities for growth, is a people builder;
- Monitors and addresses workplace well-being.
- Provides regular feedback, evaluates performance, acknowledges success and the need for improvement;
- Supports and defends the interests of staff, as necessary and appropriate.

Financial and asset management

- Allocates and manages unit resources transparently;
- Implements strategies to achieve operational efficiencies and value for money;
- Applies and monitors rigorous systems for financial information management, internal audit, and evaluation;
- Accountable for unit finance and assets management;
- Fulfills legal obligations and policy requirements (such as on acquisition, use and protection of materiel and public property, the safeguard and management of information, cooperation on audits, evaluations or reviews);
- Acts on audit, evaluation, and other objective departmental performance information.



Accountability and respect

Integrity and respect

As leaders, all employees at the town serve Oakville citizens, ensuring integrity in personal and organizational practices, and respect people and public service principles, including democratic, professional, ethical, and people values. They build and support respectful, diverse and inclusive workplaces where decisions and transactions are transparent and fair. They hold themselves and their employees accountable for their actions.

Manager level

- ✓ Implements corporate values into division practices and processes;
- ✓ Demonstrates values and ethics in personal behaviour including Respectful Conduct principles;
- ✓ Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain;
- 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;
- Familiar with the types of improprieties that might occur in their area and be alert to any indication that improper activity, or dishonest activity is or was in existence in his or her operational area;
- Discusses ethical concerns with supervisor or colleagues and, when necessary, uses appropriate procedures to consult or disclose wrongdoing;
- Reflects a commitment to citizens and clients in own and division activities;
- Fosters a climate of transparency, trust, and respect within the division and in partnerships;
- Incorporates equitable practices into HR planning;
- Manages all people equitably without regard to personal differences;
- Builds and promotes a safe and healthy, respectful division, free of harassment and discrimination;
- Models and practices transparency and fairness in all transactions, including staffing, contracting, and day-to-day activities.

This competency framework incorporates
best practices identified by the Treasury Board
Secretariat of Canada