



# 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.*

## Supervisor level

### Analysis

- ✓ Has the functional and technical knowledge and skills to do the job at a high level of accomplishment;
- Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization
- Frames questions and analyses with a thorough understanding of organizational and departmental issues;
- Frames division direction with a thorough understanding of the department's priorities;
- Develops work plans with a thorough understanding of the functional area;
- Seeks clarification and direction from the manager, as required;
- Links information across individual work to form a comprehensive perspective;
- Tracks changing unit priorities and analyzes impact on staff activities;
- 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;
- ✓ Picks up technical things quickly; can learn new skills and knowledge;
- Translates unit direction into concrete activities;
- Develops solutions to recurring problems;
- Encourages and incorporates creativity and learning;
- Redesigns staff work activities to meet changing needs;
- Makes effective recommendations to the manager;
- Teaches and learns from others.



# 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.*

## **Supervisor level**

- ✓ Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower; getting informal and incomplete information in time to do something about it;
- ✓ 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;
- ✓ Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect;
- Communicates work plans with clarity and commitment;
- Solicits input from and listens to staff, partners, and stakeholders;
- Provides effective forums for staff to express ideas, views, and concerns;
- Uses meetings as an opportunity to generate collegiality and unity;
- Listens to and acts on staff concerns;
- Shares information broadly with staff and peers;
- Promotes collaboration among staff;
- Fosters enthusiasm and common purpose;
- Mobilizes the team to achieve departmental and unit goals.
- Encourages open, constructive discussion of diverse perspectives;
- Manages interpersonal relationships among staff;
- Works collaboratively and relates effectively to others by practicing, valuing and embracing diversity of individuals and fostering respect and equity in the workplace;
- Establishes regular and comprehensive exchanges of ideas with individuals and the team.



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.*

## Supervisor level

### Action management - execution

- ✓ Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner;
- ✓ Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work; ensures work complies with formal procedures and regulations;
- ✓ Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator;
- ✓ Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources;
- ✓ Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others;
- ✓ Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision;
- ✓ Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus;
- Adapts regular procedures flexibly to best meet objectives;
- Maintains a positive outlook in the face of setbacks and models successful coping with stressful situations;
- Shifts priorities and adapts work plans to reflect changes;
- Applies sound judgment and evidence-based decision-making;
- Is cognizant of decisions that may be politically sensitive;
- Heeds early warning signals and advises the manager and others, as needed;
- Manages activities on a daily basis;
- Follows through on plans from planning, implementing, monitoring, and evaluating to reporting;
- Manages own and others' work-life balance.

### People management

- ✓ Provides information people need to know to do their jobs and to feel good about being a member of the team, unit and/or the organization: provides individuals information so that they can make accurate decisions; is timely with information;
- ✓ Treats direct reports equitably; acts fairly; has candid discussions; doesn't have hidden agenda; doesn't give preferential treatment;

- ✓ Deals with problem reports 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 other efforts fail; deals effectively with troublemakers;
- Evaluates individual performance fairly, taking account of diversity;
- Identifies opportunities that challenge and encourage the development of people;
- Resolves interpersonal or personal problems that are affecting performance;
- Addresses harassment or discrimination quickly;
- Provides regular feedback, acknowledges success and the need for improvement;
- Deals with ineffective performance;
- Balances the needs of employees and the organization;
- Monitors and addresses workplace well-being;
- Develops and supports career plans and learning opportunities;
- Manages workload.

### **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 in compliance with corporate policies and procedures;
- 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).



# 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.*

## **Supervisor level**

- ✓ 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;
- Reflects a commitment to citizens and clients in own and staff activities;
- 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;
- Fosters a climate of transparency, trust, and respect among staff and in partnerships;
- Incorporates equitable practices into HR management;
- Manages all people equitably without regard to personal differences;
- Builds and promotes a safe and healthy, respectful workplace;
- Is alert to and deals quickly with harassment and discrimination;
- Manages work activities and transactions with transparency and fairness; models and elicits trust.
- Discusses ethical concerns with supervisor or colleagues and, when necessary, uses appropriate procedures to consult or disclose wrongdoing.

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