



## Manitoba Municipal Administrators

Local Leaders,  
Thriving Communities

# Competency Framework



APRIL 2024  
VERSION 1.0

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# Introduction

Municipal administrators, navigating the complexities of local governance, require a comprehensive understanding of the multifaceted responsibilities inherent in the role. That's why the Manitoba Municipal Administrators (MMA) Competency Framework is an indispensable tool for both aspiring and seasoned professionals in the field. This framework meticulously outlines the key skills, knowledge areas, and behaviors necessary to excel in municipal administrator roles, providing a roadmap for professional development and success.

In addition to being a self-evaluation tool, the MMA Competency Framework can support and promote excellence in administration by delineating the core competencies essential for effective performance within local government contexts. The framework not only guides recruitment, training, and performance evaluation processes but also helps to foster a culture of excellence and accountability. With the MMA Competency Framework as a guide, the profession and practice of municipal administrators is grounded in the essential expertise and capabilities needed to serve our communities with integrity, efficiency, and foresight.

The MMA framework builds on the work of other similar frameworks established by other associations, municipal corporations, and public sector agencies. In particular, this framework was informed by the Association of Municipal Managers, Clerks and Treasurers of Ontario's (AMCTO) Municipal Management Definition of Practice document. While the MMA Competency Framework is robust and comprehensive, it is not complete, and it is not perfect. This first version is only a start. The MMA Executive Council has approved this document by adopting MEM-004 MMA Competency Framework Policy. Within this policy are provisions for regular reviews of the framework and a system to promote its continuous improvement. Just like the administrators it guides and supports, the Competency Framework must evolve and respond to the changing needs of local government administration.

## What is the MMA Competency Framework?

The MMA Competency Framework is a structured and comprehensive set of guidelines defining the behaviour, knowledge, and skills required for effective performance of professional municipal administrators in Manitoba. It serves as a standardized and transparent roadmap for individuals and organisations to understand the core competencies essential for success in the field of municipal administration. Individuals can use the framework to evaluate their own abilities and identify areas of opportunity for professional growth and development. Municipalities can use the framework to structure recruitment, training, performance assessment, and career development activities.

## How can administrators use this framework?

Professional municipal administrators can leverage the MMA Competency Framework as a strategic tool for personal and career development. By assessing skill levels and competencies against the framework, administrators can identify areas of strength and areas that may require further development. This self-awareness allows administrators to create targeted career development plans, focusing on practicing the behaviours and acquiring the skills and knowledge necessary for advancement within the profession. The framework serves as a roadmap for setting career goals, developing new competencies and refining existing ones.

## How can municipalities use this framework?

Municipalities can use the MMA Competency Framework as a cornerstone for enhancing the career development of its professional administrative staff. The framework provides a structured and standardized set of competencies tailored to the unique demands of municipal administration. Using these standards, municipalities could assess the skills and knowledge of its administrative staff, identifying areas of strength and areas that require development. With this information, tailored training programs can be designed to address specific competency gaps, enabling staff members to enhance their capabilities. The framework also serves as a basis for performance evaluations, helping in the objective assessment of individual contributions and growth. By aligning career development initiatives with the framework, municipalities can ensure that its administrative staff are well-equipped to navigate the complexities of local government, fostering a skilled and effective workforce.

## How does MMA use this framework?

As a comprehensive map of essential skills and knowledge, the MMA uses this framework as a guiding blueprint for developing robust professional development offerings and as a foundation for the Certified Manitoba Municipal Administrator education program. By aligning professional development offerings with the identified competencies, the MMA will design targeted training and educational programs that address the evolving needs of its members. Furthermore, the framework provides a solid foundation for establishing certification criteria, ensuring that individuals who meet the outlined standards are recognized as proficient in their field. This not only enhances the credibility of the certification program but also helps professionals showcase their expertise to employers and clients. Overall, the framework is a vital tool for the MMA, shaping the content and structure of its offerings to support the continuous growth and success of its members.

# Understanding the Framework

While the MMA Competency Framework is robust and comprehensive, it is simple to navigate and use as a self-evaluation and career development tool.

Each of the municipal administration core drivers, or the four Ps of municipal administration, are broken down into competencies. These core competencies are further divided into sub-competencies. Each sub-competency is defined by the behaviours, skills, and knowledge an administrator must demonstrate and possess to be deemed capable. The framework divides these behaviours, skills,

and knowledge over the three stages of an administrative career. Moving from left to right in the sub-competency table the capabilities accumulate, meaning an administrator is expected to demonstrate mastery over the behaviours, skills, and knowledge identified in the earlier career stages. In this way, administrators can see how to build upon the capabilities learned in earlier phases of their careers.

**INCREASING LEVEL OF DETAIL**

## A. Municipal Governance

**Competency Description:** Navigating the legislative and democratic framework within which municipalities operate through citizen engagement, transparent decision-making, and maintaining a deep understanding of the social, economic, and cultural fabric of the community. This requires knowledge of: municipal legislative and regulatory environment; understanding of models of municipal governance; democratic principles and processes; keen political acumen; and, the ability to navigate group dynamics, facilitate shared understanding, build relationships, and achieve consensus.

**1. IMPLEMENTING THE MUNICIPAL ACT AND OTHER LEGISLATION**

**Sub-Competency Description:** The ability to put into practice the regulations, policies, requirements, and guidelines outlined within the Municipal Act and other legislation that governs the operations and functions of the municipality.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>	<input type="checkbox"/> Ensures due diligence by implementing and adhering to policies and by-laws.	<input type="checkbox"/> Refers to the Municipal Act and other legislation for clarity on municipal authority. <input type="checkbox"/> Maintains an awareness of regulatory and legislative changes that impact areas of responsibility.	<input type="checkbox"/> Ensures that policies and by-laws are in compliance with the Municipal Act. <input type="checkbox"/> Establishes systems to ensure the municipality's legislative and regulatory requirements are met. <input type="checkbox"/> Educates and provides guidance to council on their legislated authorities and responsibilities. <input type="checkbox"/> Enacts change processes to update by-laws, policies, procedures, and processes in response to, and to ensure compliance with, changes to legislation and regulations.
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<input type="checkbox"/> Has knowledge of the Municipal Act and other statutes and regulations that impact their daily work.	<input type="checkbox"/> Has detailed knowledge of the Municipal Act to understand, act on, and to adhere to legislative requirements. <input type="checkbox"/> Has awareness of municipal law and its impacts on municipal authority and responsibilities.	<input type="checkbox"/> Has detailed knowledge of the Municipal and Planning Act <input type="checkbox"/> Has ability to prepare by-laws and policies in accordance with legislation and consistent with municipal case law.

**PURPOSE**

**INCREASING LEVEL OF MASTERY**



# Understanding the Framework



## COMPETENCIES

Competencies are the fundamental building blocks of proficiency and effectiveness in various aspects of professional municipal administration. Within the MMA Competency Framework, all of the skills, knowledge, and behaviours expected of a professional municipal administrator are grouped into 10 core competencies.



## SUB-COMPETENCIES

Sub-competencies further delineate the knowledge, skills, abilities, or behaviors required to effectively demonstrate mastery of a particular competency. They provide a more granular level of detail, helping to define the specific attributes or capacities that professional administrators need to possess in order to excel in their roles within municipal administration. Within the MMA Competency Framework, the 10 core competencies are broken down into 60 sub-competencies to provide a more robust understanding of what it means to be a professional municipal administrator.



## BEHAVIOURS

Within the MMA Competency Framework, a “behaviour” refers to observable actions, attitudes, or reactions demonstrated by professional administrators in the course of performing their duties. Behaviours are essential components, as they represent how competencies are applied in practice. Behaviours provide insight into how effectively administrators are able to apply their knowledge, skills, and abilities in real-world situations and are often described in specific terms to provide clear expectations for performance and guide professional development efforts.



## SKILLS AND KNOWLEDGE

Within the MMA Competency Framework, “skills and knowledge” refer to the specific abilities, expertise, and understanding that professional municipal administrators need to effectively perform their roles. Skills typically encompass practical capabilities that can be developed through training, practice, and experience. Knowledge, on the other hand, pertains to the information, facts, and concepts that administrators must possess to carry out their responsibilities competently. Together, skills and knowledge form the foundation of competencies within municipal administration, enabling individuals to fulfill their roles effectively, contribute to organizational success, and serve the needs of the community.



# The Three Stages of a Municipal Administrator's Career

The career path of a municipal administrator can be grouped into three distinct stages, each marking significant milestones in professional growth and leadership development. Beginning as an Emerging Leader, individuals display promise and potential within municipal administration, exhibiting qualities of innovation, initiative, and a commitment to public service. Progressing to the role of a Team/Program Leader, they oversee specific teams or programs within the municipality, coordinating efforts, setting goals, and ensuring alignment with strategic objectives. Finally, as Senior Leaders, they ascend to high-level managerial or executive positions, directing the overall administration of the municipality, shaping policy, managing budgets, and representing the municipality in various capacities. Together, these stages define a comprehensive journey within municipal administration, marked by evolving responsibilities, leadership roles, and contributions to community governance.

## EMERGING LEADER

Under the MMA Competency Framework, an "Emerging Leader" refers to an individual who demonstrates potential for leadership roles within municipal government but has not yet attained a formal leadership position. Emerging leaders are typically successful in their current roles, show aptitude for strategic thinking, are passionate about their work, and display the ability to collaborate effectively with colleagues and stakeholders. Emerging leaders in municipal administration often seek opportunities for professional development, mentorship, and networking to further enhance their skills and expand their influence within the organization and the broader community. Emerging leaders are often in roles that provide direct services to citizens or employees, and include titles like Clerk, Assistant, or Administrator.

## TEAM/PROGRAM LEADER

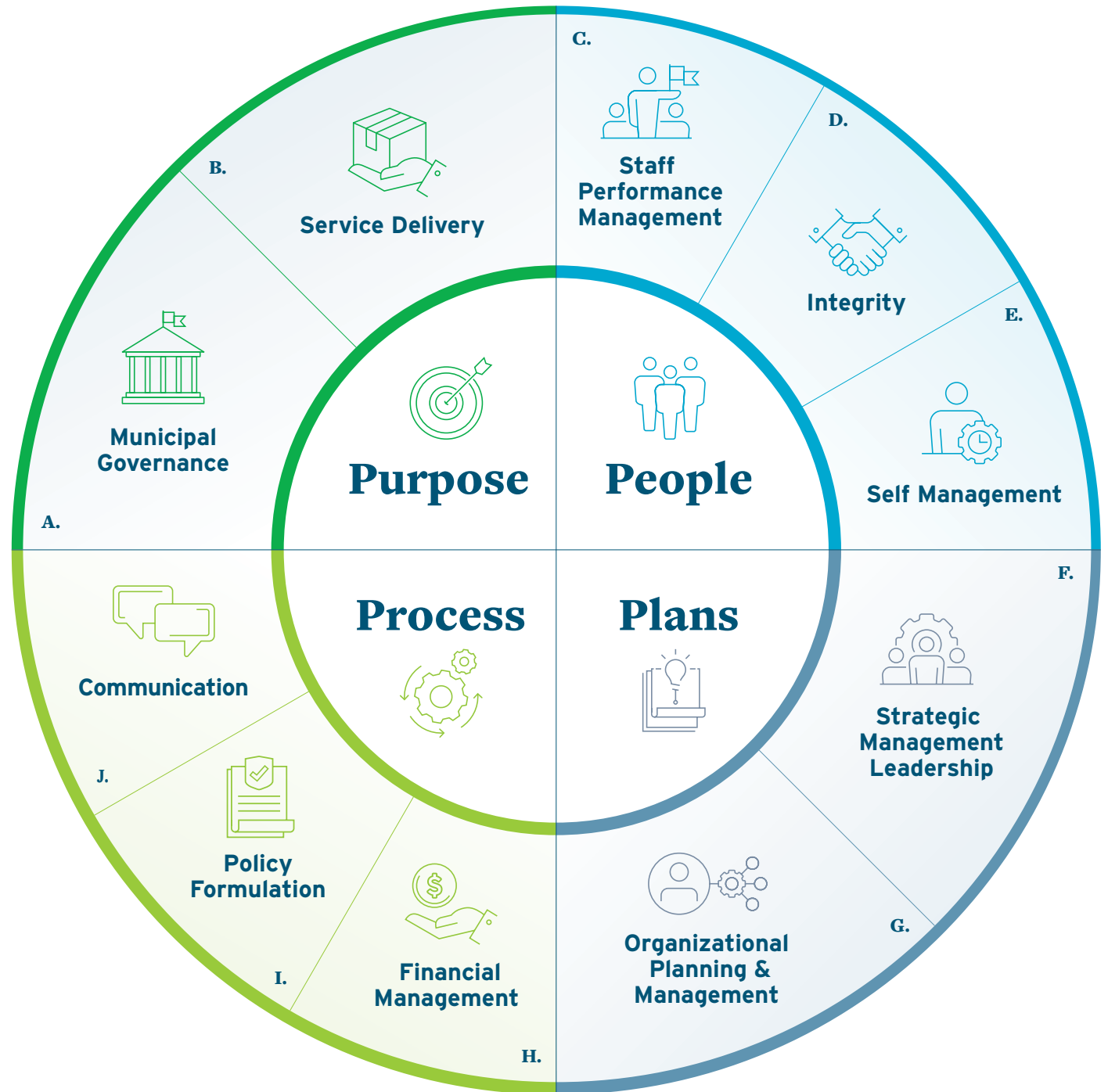
Under the MMA Competency Framework, a "Team/Program Leader" typically refers to an individual who oversees a specific team or program within the municipal government. These roles involve managing groups of employees responsible for carrying out tasks related to a particular area of the municipality. The Team/Program Leaders are responsible for coordinating the efforts of team members, setting goals and objectives, allocating resources, and ensuring that the team's work aligns with the municipality's overall strategic priorities. Additionally, they may be involved in budgeting, policy development, and stakeholder engagement related to their specific area of responsibility. Team/Program leaders are often in supervisory or middle management roles, with titles such as Coordinator, Chargehand, Foreman, Supervisor, or Manager.

## SENIOR LEADER

Under the MMA Competency Framework, a "Senior Leader" refers to an individual who occupies a high-level managerial or executive position within the municipal government hierarchy. These individuals are responsible for overseeing the overall operation and administration of a department or the municipality, including strategic planning, policy development, budget management, and intergovernmental relations. Senior leaders often work closely with elected officials, department heads, and other stakeholders to set the direction and priorities for the municipality, ensure compliance with legal and regulatory requirements, and represent the municipality in various forums. They play a key role in providing leadership, guidance, and direction to the organization, as well as fostering a culture of transparency, accountability, and service excellence. Senior leaders make up the top level of municipal management with titles such as Director, Chief, and includes the roles of Assistant Chief Administrative Officer, Chief Administrative Officer and City Manager.

# The Four Ps of Municipal Administration

At the centre of municipal administration are our four core drivers, also referred to as the four Ps of municipal administration: Purpose, People, Plans, and Process. The four Ps drive our daily work and broadly define the critical aspects and functions of the profession.





## Purpose

The purpose of municipal administration is defined by service delivery and governance, which are intricately intertwined. Service delivery entails meeting the diverse needs of citizens effectively and efficiently, requiring careful assessment, strategic planning, and continual improvement to ensure optimal outcomes. Meanwhile, municipal governance involves navigating the legislative and democratic frameworks within which municipalities operate, fostering citizen engagement, transparency, and consensus-building. Together, these competencies define the purpose of municipal administration: to serve the community by providing essential services while upholding democratic principles, fostering community engagement, and ensuring effective governance for the betterment of society as a whole.



## People

The people aspect of municipal administration is defined by several critical competencies, including staff performance management, integrity, and self-management. Effective staff performance management involves overseeing and guiding municipal employees to ensure they perform their duties efficiently and effectively. This requires setting clear expectations, providing feedback, and fostering a positive work environment conducive to productivity and growth. Integrity is paramount in municipal administration, as it ensures honesty, transparency, and ethical behavior in all dealings, fostering trust among stakeholders and maintaining the public's confidence. Additionally, self-management is crucial for municipal administrators, as it involves maintaining personal accountability, professionalism, and adaptability in the face of challenges. Together, these competencies shape the People aspect of municipal administration, emphasizing the importance of effective leadership, ethical conduct, and personal responsibility in achieving organisational success and serving the community.



## Plans

In municipal administration, the plans aspect is defined by competencies in strategic management leadership and organisational planning and management. Strategic management leadership involves setting clear goals, envisioning the future direction of the municipality, and providing effective leadership to steer the organisation towards its objectives. This competency ensures that municipal leaders have a strategic vision and the ability to make informed decisions to address current challenges and anticipate future needs. Meanwhile, the organisation planning and management competency focuses on the efficient allocation of resources, development of effective processes, and implementation of organisational structures to achieve strategic objectives. By integrating these competencies, municipal administrators can effectively plan and manage the municipality's activities, ensuring alignment with strategic goals, optimizing resource utilization, and ultimately enhancing the overall effectiveness and efficiency of municipal operations.



## Process

In the process aspect of municipal administration, key competencies are defined in the areas of communication, policy formulation, and financial management. Effective communication ensures that information flows smoothly within the organisation and between stakeholders, facilitating collaboration and decision-making. Policy formulation involves the development of clear and well-defined policies that guide the actions and decisions of municipal authorities, ensuring consistency and coherence in governance. Financial management, on the other hand, is crucial for the efficient allocation and utilization of resources, ensuring that budgets are well-managed and financial decisions are made in line with strategic priorities. Together, these competencies address the processes through which municipal administration operates, ensuring transparency, accountability, and effective management of resources to achieve the municipality's goals and objectives.



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# A. Municipal Governance

**Competency Description:** Navigating the legislative and democratic framework within which municipalities operate through citizen engagement, transparent decision-making, and maintaining a deep understanding of the social, economic, and cultural fabric of the community. This requires knowledge of: municipal legislative and regulatory environment; understanding of models of municipal governance; democratic principles and processes; keen political acumen; and, the ability to navigate group dynamics, facilitate shared understanding, build relationships, and achieve consensus.

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	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures due diligence by implementing and adhering to policies and by-laws.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Refers to the Municipal Act and other legislation for clarity on municipal authority.</li> <li><input type="checkbox"/> Maintains an awareness of regulatory and legislative changes that impact areas of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures that policies and by-laws are in compliance with the Municipal Act.</li> <li><input type="checkbox"/> Establishes systems to ensure the municipality's legislative and regulatory requirements are met.</li> <li><input type="checkbox"/> Educates and provides guidance to council on their legislated authorities and responsibilities.</li> <li><input type="checkbox"/> Enacts change processes to update by-laws, policies, procedures, and processes in response to, and to ensure compliance with, changes to legislation and regulations.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of the Municipal Act and other statues and regulations that impact their daily work.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has detailed knowledge of the Municipal Act to understand, act on, and to adhere to legislative requirements.</li> <li><input type="checkbox"/> Has awareness of municipal law and its impacts on municipal authority and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has detailed knowledge of the Municipal and Planning Act</li> <li><input type="checkbox"/> Has ability to prepare by-laws and policies in accordance with legislation and consistent with municipal case law.</li> </ul>



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## 2. OPERATIONAL KNOWLEDGE OF MUNICIPAL LAW

**Sub-Competency Description:** Having the comprehensive understanding of the legal principles, regulations, and statutes that govern the functions, operations, and decision-making processes within a municipal government to promote compliance with statutory obligations and enable the municipality to responsibly exercise its authority.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completes tasks assigned that are based on the basic legal requirements of the organisation.</li> <li><input type="checkbox"/> Adheres to by-laws, policy, and procedures when undertaking their daily wo</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures due diligence by keeping informed of legal requirements.</li> <li><input type="checkbox"/> Ensures team members are aware of and follow municipal by-laws and policy.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintains an awareness of developments in Municipal case law.</li> <li><input type="checkbox"/> Reviews changes to legislation and regulations that impact municipalities.</li> <li><input type="checkbox"/> Enacts change processes to update by-laws, policies, procedures, and processes in response to, and to ensure compliance with, changes to legislation and regulations.</li> <li><input type="checkbox"/> Ensures council is aware of changes to legislation and regulations that have impact on the municipality.</li> <li><input type="checkbox"/> Provides advice and guidance to council on questions of the municipality’s legal authorities and responsibilities.</li> <li><input type="checkbox"/> Engages legal counsel as required.</li> </ul>

Continued on following page.

Continued from: A. Municipal Governance 2. Operational Knowledge of Municipal Law

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is aware of the legal basis for Municipalities in Canada.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has ability to explain the legal basis for Municipalities in Canada.</li> <li><input type="checkbox"/> Has awareness of municipal law and its impacts on municipal authority and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has ability to explain the division of authorities in the Canadian Constitution and how this relates to municipalities.</li> <li><input type="checkbox"/> Has a detailed understanding of municipal spheres of jurisdiction and authorities for making laws and regulations.</li> <li><input type="checkbox"/> Has ability to prepare by-laws, policies, and reports in accordance with legislation.</li> </ul>





# A. Municipal Governance

**Competency Description:** Navigating the legislative and democratic framework within which municipalities operate through citizen engagement, transparent decision-making, and maintaining a deep understanding of the social, economic, and cultural fabric of the community. This requires knowledge of: municipal legislative and regulatory environment; understanding of models of municipal governance; democratic principles and processes; keen political acumen; and, the ability to navigate group dynamics, facilitate shared understanding, build relationships, and achieve consensus.

## 3. INTERGOVERNMENTAL RELATIONS

**Sub-Competency Description:** The ability to negotiate, cooperate, and exchange information and resources to develop inclusive and coordinated strategies for service delivery, infrastructure development, and policy implementation, ensuring that the needs and interests of the municipality are adequately represented and addressed at regional, provincial, and federal levels.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Builds rapport by frequently initiating informal or casual contacts at work with associates or citizens.</li> <li><input type="checkbox"/> Develops and nurtures key contacts as sources of information.</li> <li><input type="checkbox"/> Participates in networking and social events internal and external to the organisation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Builds networks with parties that can enable the achievement of the organisation's strategy.</li> <li><input type="checkbox"/> Seeks out the expertise of others and develops links with experts and information sources.</li> <li><input type="checkbox"/> Establishes and builds relationships with peers within other municipalities.</li> <li><input type="checkbox"/> Establishes and builds relationships with colleagues working within other levels of government.</li> <li><input type="checkbox"/> Looks for and leverages partnerships to collaborate with other governments and agencies when mutually beneficial.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Creates and facilitates forums to develop new alliances and formal networks.</li> <li><input type="checkbox"/> Identifies areas to build strategic relationships within other governments and agencies.</li> <li><input type="checkbox"/> Contacts senior officials to identify potential areas of mutual, long-term interest.</li> <li><input type="checkbox"/> Profiles excellent examples of partner arrangements throughout the organisation.</li> <li><input type="checkbox"/> Establishes credibility with internal and external stakeholders.</li> <li><input type="checkbox"/> Supports council in building stronger positive political relationships with other elected officials.</li> <li><input type="checkbox"/> Informs and supports council's lobbying efforts to address legislative issues, encourage improvements to municipal resources, authorities, and responsibilities.</li> </ul>

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Continued from: A. Municipal Governance 3. Intergovernmental Relations

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has ability to work well with others to make the most efficient and effective outcomes of the tasks.</li> <li><input type="checkbox"/> Maintains an awareness of the municipality's relationships and partnerships with neighbouring local governments and agencies.</li> <li><input type="checkbox"/> Maintains an awareness of the municipality's representatives at other levels of government and the relationships and partnerships with other governments and government agencies.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good communication skills to explain objectives.</li> <li><input type="checkbox"/> Has ability to work well with others to make the most efficient and effective outcomes of the tasks.</li> <li><input type="checkbox"/> Is knowledgeable about the functions and operations of the departments and agencies that impact their areas of responsibility.</li> <li><input type="checkbox"/> Has knowledge of grant and funding opportunities provided by senior levels of government and crown agencies.</li> <li><input type="checkbox"/> Has ability to prepare compelling grant applications and other correspondences to solicit support from senior levels of government and crown agencies.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills to explain objectives.</li> <li><input type="checkbox"/> Has analytical thinking skills to determine potential opportunities for collaboration.</li> <li><input type="checkbox"/> Has knowledge of the division of constitutional authorities between senior levels of government.</li> <li><input type="checkbox"/> Is knowledgeable of the internal policy and budget process of senior levels of government.</li> <li><input type="checkbox"/> Has time management skills to utilize time with groups efficiently.</li> <li><input type="checkbox"/> Has knowledge of the mandates and key policy objectives of other levels of government and agencies.</li> </ul>



# A. Municipal Governance

**Competency Description:** Navigating the legislative and democratic framework within which municipalities operate through citizen engagement, transparent decision-making, and maintaining a deep understanding of the social, economic, and cultural fabric of the community. This requires knowledge of: municipal legislative and regulatory environment; understanding of models of municipal governance; democratic principles and processes; keen political acumen; and, the ability to navigate group dynamics, facilitate shared understanding, build relationships, and achieve consensus.

## 4. POLITICAL ACUMEN

**Sub-Competency Description:** The ability to understand and navigate the complex and often unpredictable nature of politics and public service, including the political landscape, power dynamics, and the unwritten rules of a particular government arena. It encompasses skills such as savvy judgment, insight into how political systems function, and the ability to influence and persuade others in a politically active environment.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintains integrity in all actions.</li> <li><input type="checkbox"/> Demonstrates respect for council to staff and the public.</li> <li><input type="checkbox"/> Observes workplace interactions between leaders and the public.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Actions are aligned with those of council.</li> <li><input type="checkbox"/> Maintains an awareness of the political environment, including an understanding of power dynamics, key stakeholders, and the unwritten rules governing interactions.</li> <li><input type="checkbox"/> Builds and maintains positive relationships with key individuals and stakeholders, understanding their perspectives, and fostering alliances.</li> <li><input type="checkbox"/> Connects with people knowledgeable of the political environment.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Remains non-partisan on issues while offering the best advice possible to the elected officials making the decision and providing leadership to other municipal staff.</li> <li><input type="checkbox"/> Engages in purposeful networking to establish connections, gather information, and identify opportunities for collaboration or advancement.</li> <li><input type="checkbox"/> Analyses political aspects to determine the key drivers and dynamics in situations.</li> <li><input type="checkbox"/> Anticipates the impact of decisions of council and the public and media's reaction.</li> <li><input type="checkbox"/> Evaluates information objectively.</li> <li><input type="checkbox"/> Comfortably shares contrary arguments and points of view as part of situational analysis.</li> <li><input type="checkbox"/> Briefs council and management team on what's on the horizon and what issues are relevant, but not necessarily obvious.</li> </ul>

Continued on following page.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the impact of politics on administration.</li> <li><input type="checkbox"/> Has knowledge of the roles and authorities of the different orders of government.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the power structures, motivations, and influences at play in the municipal decision-making process, as well as the implications of these decisions at policy-making and public levels.</li> <li><input type="checkbox"/> Has ability to look at issues from the perspective of elected officials and anticipate public reaction.</li> <li><input type="checkbox"/> Has ability to shape opinions, gain support for initiatives, and navigate organizational dynamics through skillful influence.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has broad knowledge of internal and external power structures, both within and across government.</li> <li><input type="checkbox"/> Has refined situational awareness when it comes to the political, economic, and social environment.</li> <li><input type="checkbox"/> Has ability to make sound judgments and strategic decisions in politically charged situations, considering both short-term and long-term consequences.</li> <li><input type="checkbox"/> Has soft skills in diplomacy, including strong emotional and social intelligence, and skill in persuasion and collaborative negotiations.</li> <li><input type="checkbox"/> Has a firm ethical foundation grounded in the value of the public service.</li> </ul>

## B. Service Delivery



**Competency Description:** Providing effective and efficient municipal services that meet the needs of citizens. This requires the ability to determine and evaluate the needs of citizens, identify delivery models, set services standards and key performance indicators, measure results, and use system feedback to make strategic and tactical decisions that improve services over time.

### 1. MEASURING EFFECTIVENESS

**Sub-Competency Description:** The ability to assess the performance and impact of municipal services by establishing specific metrics, collecting and analyzing data, and providing meaningful insight that allows decision makers to make informed decisions on improvement and resource allocation.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Measures, tracks, and records service data accurately.</li> <li><input type="checkbox"/> Reviews service delivery measures to guide self-improvement.</li> <li><input type="checkbox"/> Seeks feedback and actively addresses areas for enhancement.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Aligns service delivery efforts of the team with the overall goals and priorities of the municipality.</li> <li><input type="checkbox"/> Embraces a culture of continuous improvement in service delivery.</li> <li><input type="checkbox"/> Uses service delivery measures to guide and provide feedback to the team.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sets service delivery measures based on municipal goals and objectives.</li> <li><input type="checkbox"/> Uses data-driven insights for evidence-based decision making regarding service delivery and resource allocation.</li> <li><input type="checkbox"/> Communicates effectiveness measures to council and stakeholders to support good governance and citizen satisfaction.</li> <li><input type="checkbox"/> Establishes accountability systems to ensure services adhere to legal and ethical standards.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is knowledgeable of all municipal service delivery measures related to work areas.</li> <li><input type="checkbox"/> Understands how work impacts service delivery as measured by the municipality.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has ability to collect, analyze, and interpret service delivery data.</li> <li><input type="checkbox"/> Understands principles of effective service design and delivery.</li> <li><input type="checkbox"/> Stays informed about best practices in municipal service delivery.</li> <li><input type="checkbox"/> Is aware of relevant legislative and regulatory requirements as it relates to municipal service delivery.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has ability to develop and implement key performance indicators (KPIs) that reflect municipal priorities and support good decision-making.</li> </ul>

## B. Service Delivery



**Competency Description:** Providing effective and efficient municipal services that meet the needs of citizens. This requires the ability to determine and evaluate the needs of citizens, identify delivery models, set services standards and key performance indicators, measure results, and use system feedback to make strategic and tactical decisions that improve services over time.

### 2. OPERATIONAL KNOWLEDGE

**Sub-Competency Description:** Having a comprehensive understanding of the fundamental aspects and functioning of essential services provided by municipal government, including insights into the basic procedures, infrastructure, regulations, and challenges associated with these services.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Recognizes and uses formal structure, rules, processes, methods, and operations to accomplish work.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Manages organisational resources (e.g., people, materials, assets, budgets) to deliver services.</li> <li><input type="checkbox"/> Delivers advice and services that are valued by management based on a keen sensitivity to the political needs of council.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates broad understanding of social and economic context within which the organisation operates.</li> <li><input type="checkbox"/> Understands and addresses the reasons for on-going organisational behaviour, the underlying problems, opportunities, and political forces affecting the organisation.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the public sector context.</li> <li><input type="checkbox"/> Is aware of the services delivered by the municipality.</li> <li><input type="checkbox"/> Understands the basic accountabilities of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is familiar with the Manitoba Municipal Act.</li> <li><input type="checkbox"/> Has knowledge of all legislation and regulations impacting their service area.</li> <li><input type="checkbox"/> Is familiar with all services delivered by the municipality and the back-office supports that facilitate them.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is able to explain the corporate function of a municipality.</li> <li><input type="checkbox"/> Is able to articulate the duties of a municipality as set out in the Municipal Act.</li> <li><input type="checkbox"/> Has a comprehensive knowledge of the Planning Act.</li> <li><input type="checkbox"/> Has knowledge of other legislation and regulations impacting municipal operations.</li> </ul>

## B. Service Delivery



**Competency Description:** Providing effective and efficient municipal services that meet the needs of citizens. This requires the ability to determine and evaluate the needs of citizens, identify delivery models, set services standards and key performance indicators, measure results, and use system feedback to make strategic and tactical decisions that improve services over time.

### 3. OPERATIONAL PLANNING

**Sub-Competency Description:** The ability to identify specific service objectives, allocate resources, delineate responsibilities and schedules to ensure the efficient and effective provision of essential services.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies opportunities for streamlining processes and improving service delivery to municipal leadership.</li> <li><input type="checkbox"/> Holds themselves accountable for work assigned to them.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures the team's or program's projects and initiatives are aligned with the municipality's goals and objectives.</li> <li><input type="checkbox"/> Works effectively with other teams and departments to maximize cross-functional coordination and communication.</li> <li><input type="checkbox"/> Prioritizes efficiency and resource optimization in operational planning.</li> <li><input type="checkbox"/> Adjusts operational plans as necessary to address emerging challenges.</li> <li><input type="checkbox"/> Integrates technology solutions where applicable in operational planning.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes systems to ensure operational plans align with the municipality's overall strategic goals.</li> <li><input type="checkbox"/> Fosters collaboration among departments to ensure cohesive operational planning.</li> <li><input type="checkbox"/> Considers long-term implications and community impact in planning municipal operations.</li> <li><input type="checkbox"/> Establishes systems to effectively monitor the implementation of operational plans to ensure successful results.</li> <li><input type="checkbox"/> Allocates resources strategically and transparently.</li> </ul>

Continued on following page.



Continued from: B. Service Delivery 3. Operational Planning

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Knows the service objectives behind their work.</li> <li><input type="checkbox"/> Understands how their work fits into the larger plans and processes that deliver municipal services.</li> <li><input type="checkbox"/> Has a basic understanding of project management practices and methodology.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of project management methodology and tools to manage and deliver projects.</li> <li><input type="checkbox"/> Has ability to effectively prepare budgets and human resource plans to support service delivery within the municipality's fiscal constraints.</li> <li><input type="checkbox"/> Is knowledgeable of risk management techniques to identify and mitigate risks associated with operational plans.</li> <li><input type="checkbox"/> Has ability to document and communicate a comprehensive business case for operational changes or capital investments.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is knowledgeable of project management methodology and tools to sponsor and oversee project delivery ensuring timely and cost-effective completion.</li> <li><input type="checkbox"/> Is knowledgeable of change management principles to communicate operational plans clearly to all relevant stakeholders.</li> </ul>

## B. Service Delivery



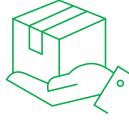
**Competency Description:** Providing effective and efficient municipal services that meet the needs of citizens. This requires the ability to determine and evaluate the needs of citizens, identify delivery models, set services standards and key performance indicators, measure results, and use system feedback to make strategic and tactical decisions that improve services over time.

### 4. DELIVERY OF SERVICES TO CITIZENS

**Sub-Competency Description:** The ability to determine needs, expectations, and satisfaction of citizens and then effectively and efficiently provide services that supports their well-being and contribute to the overall development and quality of life within the municipality.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Meets citizen needs by responding to requests efficiently and effectively.</li> <li><input type="checkbox"/> Meets citizen needs in a professional, helpful, and responsive manner.</li> <li><input type="checkbox"/> Seeks to understand issues from the citizen's perspective.</li> <li><input type="checkbox"/> Keeps citizens current with information and decisions that affect them.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintains ongoing communications with clients to anticipate and prevent potential problems.</li> <li><input type="checkbox"/> Encourages team members to see municipal service decisions and results from the citizen/client perspective to encourage empathy and ensure client-centred outcomes.</li> <li><input type="checkbox"/> Seeks to codify processes in procedures and tools to improve consistency and reliability of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strategically and systematically evaluates new opportunities to develop client relationships.</li> <li><input type="checkbox"/> Establishes systems to collect feedback regarding quality of customer service delivered.</li> <li><input type="checkbox"/> Defines and documents service levels and standards for quality and evaluates processes and services against those standards, managing quality and cost effectiveness.</li> <li><input type="checkbox"/> Demonstrates the relationship between service quality, risks, and costs when supporting council's consideration of service levels.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is detail oriented, able to check for accuracy of service delivery promises and payments.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has team management skills to develop guidelines for service delivery.</li> <li><input type="checkbox"/> Has active listening skills to receive input on service delivery quality and expectations.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent problem-solving skills to identify the root of the problem in service issues and is able to develop the best way to deliver services.</li> <li><input type="checkbox"/> Has strong organisational skills to develop effective and efficient processes for service delivery.</li> </ul>

## B. Service Delivery



**Competency Description:** Providing effective and efficient municipal services that meet the needs of citizens. This requires the ability to determine and evaluate the needs of citizens, identify delivery models, set services standards and key performance indicators, measure results, and use system feedback to make strategic and tactical decisions that improve services over time.

### 5. QUALITY OF RESULTS

**Sub-Competency Description:** The ability to assess the overall impact and benefits of the outcomes achieved through the implementation of services and programs provided by the municipality, considering factors such as efficiency, sustainability, accessibility, and citizen satisfaction.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Uses municipal policy, procedures, and tools to ensure work is done to standard.</li> <li><input type="checkbox"/> Strives for service excellence, consistently delivering high quality work.</li> <li><input type="checkbox"/> Evaluates results against established standards and targets.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes and communicates performance expectations to team members to ensure delivery of quality client services to citizens.</li> <li><input type="checkbox"/> Reviews performance of team against clear standards or expectations.</li> <li><input type="checkbox"/> Sees service delivery as a system and continuously evolves the delivery model (human resources, policy, procedures, and tools) to improve the quality and consistency of results.</li> <li><input type="checkbox"/> Addresses performance in a timely way and acts to improve performance.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes performance expectations, inspires excellence, and recognizes performance achievement.</li> <li><input type="checkbox"/> Assures appropriate measures are established to deliver client service excellence.</li> <li><input type="checkbox"/> Promotes a culture of continuous improvement to ensure policies and processes are relevant and efficient.</li> <li><input type="checkbox"/> Ensures standards and expectations in achieving results are aligned with the municipality's priorities and are financially sustainable.</li> </ul>

Continued on following page.

Continued from: B. Service Delivery 5. Quality of Results

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has the ability to pay attention to detail, closely following established processes.</li> <li><input type="checkbox"/> Understands the processes and expectations, making efficient use of time.</li> <li><input type="checkbox"/> Is adaptable in the use of contemporary software and technology to deliver superior results.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has a good ability to listen to others.</li> <li><input type="checkbox"/> Has a thorough understanding of the organisation's quality standards.</li> <li><input type="checkbox"/> Has analytical skills to review performances.</li> <li><input type="checkbox"/> Is knowledgeable of customer service delivery models common to municipal governments.</li> <li><input type="checkbox"/> Is able to document and codify processes into procedures and tools like checklists, forms, etc.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has effective communication skills to motivate people to follow policies and processes.</li> <li><input type="checkbox"/> Has detailed knowledge of the organisation's quality standards.</li> <li><input type="checkbox"/> Is able to use business process improvement methodologies like Lean, Six Sigma, and Total Quality Management, to evaluate and improve service results through systems change.</li> </ul>

## B. Service Delivery



**Competency Description:** Providing effective and efficient municipal services that meet the needs of citizens. This requires the ability to determine and evaluate the needs of citizens, identify delivery models, set services standards and key performance indicators, measure results, and use system feedback to make strategic and tactical decisions that improve services over time.

### 6. TECHNOLOGY INTEGRATION

**Sub-Competency Description:** The ability to incorporate and use technological tools, systems, and processes such as online platforms, mobile applications, data analytics, artificial intelligence, and automation, to streamline administrative tasks, improve communication with residents, and optimize the delivery of various municipal services.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the changing needs of citizens and is open to new ideas and perspectives that come with change and innovation.</li> <li><input type="checkbox"/> Accepts other solutions when conventional methodology does not produce results.</li> <li><input type="checkbox"/> Adapts to technological change as required.</li> <li><input type="checkbox"/> Assists in implementing technology change in the municipality.</li> <li><input type="checkbox"/> Identifies and recommends adoption of new hardware and software tools that can improve municipal performance.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Thinks laterally (“outside the box”) to identify new solutions, considering new and unconventional ideas.</li> <li><input type="checkbox"/> Adapts methodology and ideas quickly for immediate or anticipated changes in the environment.</li> <li><input type="checkbox"/> Bridges organisational change by ensuring new technologies are well understood.</li> <li><input type="checkbox"/> Actively seeks to learn about leading practices or trends in technology and works to implement these in the municipality.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Looks beyond government for shifts, trends and innovative approaches that can be implemented to improve results.</li> <li><input type="checkbox"/> Takes action to align the organisation (people, processes, and structure) with planned changes in technology.</li> <li><input type="checkbox"/> Sees technology as a tool and not a complete solution on its own.</li> <li><input type="checkbox"/> Assesses the potential benefits of a technology/software tool against the potential negative consequences to system disruption and change management requirements.</li> <li><input type="checkbox"/> Removes organisational obstacles to change and innovation.</li> <li><input type="checkbox"/> Champions innovative solutions to support client and stakeholder needs.</li> </ul>

Continued on following page.

Continued from: B. Service Delivery 6. Technology Integration

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has a basic level of technological literacy.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands how people learn and what motivates them.</li> <li><input type="checkbox"/> Has communication skills to clearly explain new processes.</li> <li><input type="checkbox"/> Has ability to select and use the most appropriate and effective tools for meeting the objectives.</li> <li><input type="checkbox"/> Is able to undertake a cost-benefit analysis and determine return on investments when evaluating technology solutions.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills to motivate acceptance of new technology.</li> <li><input type="checkbox"/> Has knowledge of change management methodologies.</li> </ul>

## B. Service Delivery



**Competency Description:** Providing effective and efficient municipal services that meet the needs of citizens. This requires the ability to determine and evaluate the needs of citizens, identify delivery models, set services standards and key performance indicators, measure results, and use system feedback to make strategic and tactical decisions that improve services over time.

### 7. MEETING STATUTORY REQUIREMENTS

**Sub-Competency Description:** Having the knowledge of, and the ability to fulfill, the municipality's legal obligations and mandates set by relevant laws, regulations, and policies at the local, provincial, or national levels.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands government policy-making and legislative processes and one's own operational role.</li> <li><input type="checkbox"/> Reports deficiencies and failures to meet statutory or regulatory requirements.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Readily interprets and applies human resources policies, practices, and agreements.</li> <li><input type="checkbox"/> Manages team following safety and legal guidelines.</li> <li><input type="checkbox"/> Encourages team members to report deficiencies and failures to meet legal requirements.</li> <li><input type="checkbox"/> Promotes a culture of transparency, mutual accountability, and responsiveness.</li> <li><input type="checkbox"/> Encourages team members to recognize the importance and value of requirements.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provides and seeks comprehensive policy advice, recommendations and perspectives on legal obligations and mandates.</li> <li><input type="checkbox"/> Establishes systems and fail-safes to ensure the municipality fulfills all statutory and regulatory requirements.</li> <li><input type="checkbox"/> Promotes a culture of accountability and responsibility to ensure deficiencies are shared openly and addressed quickly.</li> <li><input type="checkbox"/> Sees requirement failures as systematic failures and seeks to develop systems to prevent the likelihood of reoccurrence.</li> </ul>

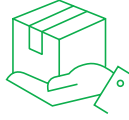
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Continued from: B. Service Delivery 7. Meeting Statutory Requirements

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has organisational skills to schedule and track tasks to meet deadlines.</li> <li><input type="checkbox"/> Understands statutory and regulatory requirements specific to their work.</li> <li><input type="checkbox"/> Is aware of the legislation and regulations relevant to their job.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has organisational skills to coordinate and track the schedules and tasks of the team to meet deadlines.</li> <li><input type="checkbox"/> Has analytical skills to assess the requirements and determine best delivery methods.</li> <li><input type="checkbox"/> Is knowledgeable of the Municipal Act and legislation related to the work of their team.</li> <li><input type="checkbox"/> Has complete knowledge of all statutory and regulatory requirements for their team or program.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent organisational skills and is able to build the organisational capacity of others through coaching.</li> <li><input type="checkbox"/> Has effective problem-solving skills to formulate and recommend improvements.</li> <li><input type="checkbox"/> Has comprehensive reading skills to understand legal documents.</li> </ul>

# B. Service Delivery



**Competency Description:** Providing effective and efficient municipal services that meet the needs of citizens. This requires the ability to determine and evaluate the needs of citizens, identify delivery models, set services standards and key performance indicators, measure results, and use system feedback to make strategic and tactical decisions that improve services over time.

## 8. COLLABORATION

**Sub-Competency Description:** The ability to coordinate the efforts and partnerships established between the municipality and various stakeholders, including community members, other government agencies, non-profit organisations, and private entities to achieve shared objectives.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks information from others (e.g., colleagues, customers).</li> <li><input type="checkbox"/> Builds rapport by frequently initiating informal or casual contacts at work with associates or customers.</li> <li><input type="checkbox"/> Participates in networking and social events internal and external to the organisation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Cultivates personal networks in different parts of the organisation and effectively uses contacts to achieve results.</li> <li><input type="checkbox"/> Builds networks with parties that can enable the advancement of the organisation's strategy.</li> <li><input type="checkbox"/> Brings informal teams of experts together to address issues/needs, sharing information and resolving differences, as required.</li> <li><input type="checkbox"/> Shares information and knowledge readily within the team, and cross-departmentally to achieve municipal goals and objectives.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Creates and facilitates forums to develop new partnerships and formal networks.</li> <li><input type="checkbox"/> Identifies areas to build strategic relationships.</li> <li><input type="checkbox"/> Contacts senior officials to identify potential areas of mutual, long-term interest.</li> <li><input type="checkbox"/> Creates a team environment that encourages collaboration within the organisation.</li> <li><input type="checkbox"/> Profiles excellent examples of partner arrangements throughout the organisation.</li> <li><input type="checkbox"/> Establishes credibility with internal and external stakeholders.</li> </ul>

Continued on following page.

Continued from: B. Service Delivery 8. Collaboration

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is able to work well with others to make the most efficient and effective outcomes of the tasks.</li> <li><input type="checkbox"/> Is able to establish good relationships, building rapport and trust with co-workers and clients.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good communication skills to explain objectives.</li> <li><input type="checkbox"/> Is able to work well with others to make the most efficient and effective outcomes of the tasks.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills to explain objectives.</li> <li><input type="checkbox"/> Has analytical thinking skills to determine potential outcomes and projects to collaborate on.</li> <li><input type="checkbox"/> Has time management skills to utilize time with groups efficiently.</li> <li><input type="checkbox"/> Is able to set and communicate common goals and objectives that build multi-stakeholder buy-in.</li> </ul>

# People



The people aspect of municipal administration is defined by several critical competencies, including staff performance management, integrity, and self-management. Effective staff performance management involves overseeing and guiding municipal employees to ensure they perform their duties efficiently and effectively. This requires setting clear expectations, providing feedback, and fostering a positive work environment conducive to productivity and growth. Integrity is paramount in municipal administration, as it ensures honesty, transparency, and ethical behavior in all dealings, fostering trust among stakeholders and maintaining the public's confidence. Additionally, self-management is crucial for municipal administrators, as it involves maintaining personal accountability, professionalism, and adaptability in the face of challenges. Together, these competencies shape the People aspect of municipal administration, emphasizing the importance of effective leadership, ethical conduct, and personal responsibility in achieving organisational success and serving the community.

# C. Staff Performance Management



**Competency Description:** Fostering one’s own growth and performance as well as those of staff and workers throughout the municipality. This calls for: an understanding of interpersonal dynamics; the capacity to assess the strengths and weakness of others; and the ability to be self-motivated while also motivating others.

## 1. COACHING

**Sub-Competency Description:** The ability to provide practical training and development through one-one-one instruction and guidance.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks and accepts feedback on performance.</li> <li><input type="checkbox"/> Takes initiative in identifying opportunities for improvement and self-growth.</li> <li><input type="checkbox"/> Tracks personal performance and develops a plan for improvement aligned to the feedback of supervisor and personal development goals.</li> <li><input type="checkbox"/> Provides encouragement and support to peers.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provides clear direction, support, and feedback.</li> <li><input type="checkbox"/> Schedules one-on-one meetings with team members to facilitate two-way feedback.</li> <li><input type="checkbox"/> Uses tools to provide performance assessments and identify the development needs of team members.</li> <li><input type="checkbox"/> Sets and communicates clear goals and expectations for tasks, projects, and initiatives.</li> <li><input type="checkbox"/> Fosters a positive and empowering work environment.</li> <li><input type="checkbox"/> Demonstrates empathy in coaching interactions, seeking to understand the perspectives and needs of team members.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supports the development of good coaching practices in the organisation and for direct reports.</li> <li><input type="checkbox"/> Develops and manages a clear and simple corporate performance framework.</li> <li><input type="checkbox"/> Provides tools to facilitate effective one-on-one feedback meetings.</li> <li><input type="checkbox"/> Creates a culture that recognizes and celebrates achievements and improvements.</li> <li><input type="checkbox"/> Encourages open dialogue for feedback from all levels in the organisation.</li> </ul>

Continued on following page.

Continued from: C. Staff Performance Management 1. Coaching

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has ability to read and understand standard policy and procedures documents.</li> <li><input type="checkbox"/> Communicates well, being able to share clearly and concisely.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of effective feedback techniques.</li> <li><input type="checkbox"/> Has active listening skills that allow employees to share their thoughts and ideas.</li> <li><input type="checkbox"/> Has conflict resolution skills that facilitate resolutions and promotes a positive team dynamic.</li> <li><input type="checkbox"/> Has an ability to create development plans with team members and monitor progress.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills and work ethic that helps to develop trust and respect.</li> <li><input type="checkbox"/> Understands motivational theories and how they apply to workplace performance.</li> </ul>

# C. Staff Performance Management



**Competency Description:** Fostering one’s own growth and performance as well as those of staff and workers throughout the municipality. This calls for: an understanding of interpersonal dynamics; the capacity to assess the strengths and weakness of others; and the ability to be self-motivated while also motivating others.

## 2. MENTORING

**Sub-Competency Description:** The ability to establish and build a learning relationship with a co-worker for the purpose of driving personal and career growth; building skills, knowledge and understanding.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sets personal and career development goals.</li> <li><input type="checkbox"/> Researches available training and development opportunities that align to career goals.</li> <li><input type="checkbox"/> Openly shares learning experiences and knowledge with others in a welcoming and receptive manner.</li> <li><input type="checkbox"/> Intentionally connects and networks with peers, and others outside of the municipality.</li> <li><input type="checkbox"/> Asks for advice and guidance from experienced peers and leaders.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Incorporates career and professional development discussions into team member one-on-ones.</li> <li><input type="checkbox"/> Asks leading questions and guides team members to discover their own solutions.</li> <li><input type="checkbox"/> Gives feedback in a constructive and positive way.</li> <li><input type="checkbox"/> Empowers team members to take ownership of their professional and career development.</li> <li><input type="checkbox"/> Encourages and supports autonomy and decision making.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Empowers leaders to make time for mentoring and career planning discussions.</li> <li><input type="checkbox"/> Creates opportunities for new employees to work with more experienced peers.</li> <li><input type="checkbox"/> Is confident and motivational, encouraging mentees to learn from them.</li> <li><input type="checkbox"/> Creates a work environment where feedback is valued and utilized.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has active listening skills.</li> <li><input type="checkbox"/> Is understanding of municipal operations and the various roles.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good communication skills to facilitate career planning discussions.</li> <li><input type="checkbox"/> Is able to use active listening skills to understand team member’s concerns and aspirations.</li> <li><input type="checkbox"/> Is knowledgeable about professional development resources and opportunities.</li> <li><input type="checkbox"/> Is familiar with relevant training, courses, and workshops.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has goal setting skills and is able to create learning outlines.</li> <li><input type="checkbox"/> Has excellent communication skills to teach mentee.</li> </ul>



# C. Staff Performance Management



**Competency Description:** Fostering one’s own growth and performance as well as those of staff and workers throughout the municipality. This calls for: an understanding of interpersonal dynamics; the capacity to assess the strengths and weakness of others; and the ability to be self-motivated while also motivating others.

## 3. MANAGING PERFORMANCE

**Sub-Competency Description:** The continuous process of communication, including clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results, between a supervisor and an employee in support of accomplishing the strategic objectives of the organisation.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks to understand job performance expectations and measures.</li> <li><input type="checkbox"/> Tracks own performance and sets improvement objectives when necessary.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sets clear, challenging, and realistic objectives for the team and for individuals.</li> <li><input type="checkbox"/> Ensures staff have a clear understanding of performance standards and related behaviors.</li> <li><input type="checkbox"/> Monitors and provides clear feedback on individual and team performance.</li> <li><input type="checkbox"/> Responds to poor performance rather than tolerating it.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes performance standards for the organisation.</li> <li><input type="checkbox"/> Ensures performance measures used throughout the organisation are aligned with its strategic priorities.</li> <li><input type="checkbox"/> Promotes policy development that is data-informed and delivers measurable outcomes.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has organisational skills needed to develop procedures in order to carry out work completely and on time.</li> <li><input type="checkbox"/> Is familiar with and understands the organisation’s performance measures and key performance indicators.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is knowledgeable in using goal setting tools and following the principles of the organisation’s preferred performance measurement methodology.</li> <li><input type="checkbox"/> Is familiar with effective development of key performance indicators for measuring and evaluating performance.</li> <li><input type="checkbox"/> Is able to use the organisation’s disciplinary policy/procedures/processes.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge and experience as a participant in grievance resolution meetings/processes.</li> <li><input type="checkbox"/> Understands and has used progressive disciplinary techniques.</li> <li><input type="checkbox"/> Is knowledgeable about balanced scorecard and other organisational performance measurement systems.</li> <li><input type="checkbox"/> Is knowledgeable of leading practices in performance appraisal techniques and in establishing systems for effective and accurate evaluations.</li> </ul>

# C. Staff Performance Management



**Competency Description:** Fostering one’s own growth and performance as well as those of staff and workers throughout the municipality. This calls for: an understanding of interpersonal dynamics; the capacity to assess the strengths and weakness of others; and the ability to be self-motivated while also motivating others.

## 4. MANAGING CONFLICT

**Sub-Competency Description:** The use of strategies to settle disputes and control the degree of tension within a team, group, or workplace.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Listens actively to better understand the needs of coworkers.</li> <li><input type="checkbox"/> Actively chooses the best form of communication with coworkers to limit misunderstandings.</li> <li><input type="checkbox"/> Seeks to resolve disagreement with coworkers when one is identified.</li> <li><input type="checkbox"/> Demonstrates empathy.</li> <li><input type="checkbox"/> Makes management aware when conflict requires attention or may impact service delivery.</li> <li><input type="checkbox"/> Listens to the points of view of others to promote mutual understanding.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Anticipates potential conflict and takes steps to proactively mitigate it.</li> <li><input type="checkbox"/> Identifies steps to resolve negative conflicts sensibly, fairly, and efficiently.</li> <li><input type="checkbox"/> Focuses others away from personality issues and onto shared objectives and goals.</li> <li><input type="checkbox"/> Supports others in managing their emotions.</li> <li><input type="checkbox"/> Fosters an environment where concerns can be raised without fear of reprisal.</li> <li><input type="checkbox"/> Encourages open and transparent communication among team members.</li> <li><input type="checkbox"/> Encourages compromise and collaboration over win-lose results.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Promotes an environment of open and respectful communication between all employees.</li> <li><input type="checkbox"/> Creates a conflict-resolving environment by anticipating and addressing areas where potential misunderstanding and conflict could emerge, addressing systemic issues.</li> <li><input type="checkbox"/> Demonstrates the constructive management of useful and productive debate while also preventing unhealthy conflict.</li> </ul>

Continued on following page.

Continued from: C. Staff Performance Management 4. Managing Conflict

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is knowledgeable of nonviolent crisis intervention tools to de-escalate conflict with peers and the public.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is able to use a variety of strategies to determine the underlying reasons of negative interpersonal conflict and the best course of action for resolution.</li> <li><input type="checkbox"/> Has mediation skills to facilitate resolution between conflicting parties.</li> <li><input type="checkbox"/> Is familiar with a variety of conflict resolution techniques.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills to explain helping to calm an agitated audience.</li> <li><input type="checkbox"/> Is emotionally intelligent and is able to maintain professionalism at all times.</li> <li><input type="checkbox"/> Utilizes problem solving skills to identify problems, even in a stressful climate.</li> <li><input type="checkbox"/> Understands and upholds organisation's policies related to conflict resolution and code of conduct enforcement.</li> <li><input type="checkbox"/> Understands the legal considerations related to workplace conflict.</li> <li><input type="checkbox"/> Is aware of cultural factors that may contribute to conflicts.</li> </ul>

# C. Staff Performance Management



**Competency Description:** Fostering one’s own growth and performance as well as those of staff and workers throughout the municipality. This calls for: an understanding of interpersonal dynamics; the capacity to assess the strengths and weakness of others; and the ability to be self-motivated while also motivating others.

## 5. BUILDING AND LEADING TEAMS

**Sub-Competency Description:** Bringing together a group of individuals working toward a single objective and making sure they have all the resources they need to succeed.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completes tasks as required when working in a group.</li> <li><input type="checkbox"/> Participates actively in team meetings offering their ideas and insights.</li> <li><input type="checkbox"/> Seeks new responsibilities and volunteers for projects.</li> <li><input type="checkbox"/> Offers support to fellow employees.</li> <li><input type="checkbox"/> Demonstrates good followership.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Directs and coordinates group efforts.</li> <li><input type="checkbox"/> Sets and articulates team goals for work efforts and inspires and motivates the team to achieve them.</li> <li><input type="checkbox"/> Is aware and attentive to team dynamics.</li> <li><input type="checkbox"/> Ensures team members contribute according to their skills and abilities.</li> <li><input type="checkbox"/> Fosters a collaborative and inclusive team culture.</li> <li><input type="checkbox"/> Addresses conflict within the team promptly and constructively.</li> <li><input type="checkbox"/> Recognizes and celebrates team achievements.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Promotes a culture of mutual support and achievement.</li> <li><input type="checkbox"/> Actively recognizes team successes.</li> <li><input type="checkbox"/> Instills cooperative and collaborative behaviour in direct reports.</li> <li><input type="checkbox"/> Ensures organisation has a formal leadership development program.</li> <li><input type="checkbox"/> Empowers team members by delegating responsibilities and decision-making.</li> <li><input type="checkbox"/> Ensure the organisation creates opportunities for professional growth.</li> </ul>

Continued on following page.

Continued from: C. Staff Performance Management 5. Building and Leading Teams

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is knowledgeable in basic project management methodologies and tools.</li> <li><input type="checkbox"/> Maintains a current resume and a personal career development plan.</li> <li><input type="checkbox"/> Is able to deliver a high-quality job interview.</li> <li><input type="checkbox"/> Is familiar with the Manitoba Labour Code and related regulations and legislation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge about advanced project management methodologies and tools.</li> <li><input type="checkbox"/> Has knowledge of goal setting principles and tools.</li> <li><input type="checkbox"/> Has meeting management skills.</li> <li><input type="checkbox"/> Is able to prepare a job description and contribute to candidate recruitment efforts.</li> <li><input type="checkbox"/> Is able to conduct candidate interviews.</li> <li><input type="checkbox"/> Is able to effectively manage staff within a collective bargaining unit.</li> <li><input type="checkbox"/> Has proficient knowledge of the Manitoba Labour Code and related regulations and legislation.</li> <li><input type="checkbox"/> Is familiar with the principles of progressive discipline.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is knowledgeable in organisational behaviour management.</li> <li><input type="checkbox"/> Has knowledge of balanced scorecard, and other organisational performance, measurement systems.</li> <li><input type="checkbox"/> Has extensive knowledge of, and experience with the Manitoba Labour Code and related regulations and legislation.</li> <li><input type="checkbox"/> Is able to negotiate collective bargaining agreements.</li> <li><input type="checkbox"/> Has extensive knowledge of, and experience with, the principles of progressive discipline.</li> </ul>

# C. Staff Performance Management



**Competency Description:** Fostering one’s own growth and performance as well as those of staff and workers throughout the municipality. This calls for: an understanding of interpersonal dynamics; the capacity to assess the strengths and weakness of others; and the ability to be self-motivated while also motivating others.

## 6. DELEGATING AND EMPOWERING

**Sub-Competency Description:** Building the skills, capacity, and efficacy of the organisation by distributing responsibility and entrusting work to others.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks new responsibilities and volunteers for projects.</li> <li><input type="checkbox"/> Accepts delegated work tasks willingly and sees them as opportunities to grow.</li> <li><input type="checkbox"/> Clarifies work scope and timelines when needed.</li> <li><input type="checkbox"/> Negotiates priorities with manager when new work is delegated.</li> <li><input type="checkbox"/> Provides accurate and timely feedback.</li> <li><input type="checkbox"/> Actively shares ideas to improve and enhance the performance and operation of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strategically delegates work to build the skills and experience of their team.</li> <li><input type="checkbox"/> Provides clear expectations regarding work scope, timelines and outcome expectations when delegating work.</li> <li><input type="checkbox"/> Proactively follows up on delegated work, offering coaching as needed.</li> <li><input type="checkbox"/> Seeks to remove barriers and encourages innovation and creativity of team members.</li> <li><input type="checkbox"/> Demonstrates a willingness to explore, pilot and embrace suggestions from their team.</li> <li><input type="checkbox"/> Demonstrates trust and confidence in the capabilities of the team.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes policies that guide the appointment of “acting” roles for short-term (holidays, etc) vacancies.</li> <li><input type="checkbox"/> Encourages training and development for all staff beyond their role requirements (cross training and career progression).</li> <li><input type="checkbox"/> Promotes a culture of creativity and workplace innovation.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good time management skills to organize processes and complete tasks.</li> <li><input type="checkbox"/> Has good communication skills, asking questions to better understand expectations and parameters of assigned work.</li> <li><input type="checkbox"/> Is familiar with the Manitoba Labour Code and the principles of progressive discipline.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good time management skills to delegate work and track progress.</li> <li><input type="checkbox"/> Has good communication skills to explain scope, requirements, and expectations of delegated work.</li> <li><input type="checkbox"/> Is proficient in the Manitoba Labour Code and the principles of progressive discipline.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of effective teaching strategies.</li> <li><input type="checkbox"/> Has excellent communication skills to clearly explain requirements.</li> <li><input type="checkbox"/> Has extensive knowledge of, and experience with, the Manitoba Labour Code and the principles of progressive discipline.</li> </ul>

# C. Staff Performance Management



**Competency Description:** Fostering one’s own growth and performance as well as those of staff and workers throughout the municipality. This calls for: an understanding of interpersonal dynamics; the capacity to assess the strengths and weakness of others; and the ability to be self-motivated while also motivating others.

## 7. MOTIVATING

**Sub-Competency Description:** Encouraging the desire and efficacy of oneself and others to perform at peak capacity and achieve desired goals.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks to understand the goals of their team and organisation.</li> <li><input type="checkbox"/> Sets personal targets and goals that are aligned with the goals of the organisation.</li> <li><input type="checkbox"/> Supports and encourages co-workers.</li> <li><input type="checkbox"/> Recognizes and celebrates the achievement of co-workers and their team.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Regularly and consistently recognizes the successes of team members and the team.</li> <li><input type="checkbox"/> Seeks to understand the motivations and needs of individual team members.</li> <li><input type="checkbox"/> Engages the team in the setting of shared goals.</li> <li><input type="checkbox"/> Meets regularly with team members one-on-one.</li> <li><input type="checkbox"/> Seeks to align team and employee objectives with departmental goals.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures leaders have the time and resources to meet with each of their team members regularly one-on-one.</li> <li><input type="checkbox"/> Establishes achievable organisational goals.</li> <li><input type="checkbox"/> Establishes and supports organisational recognition of achievement and success.</li> <li><input type="checkbox"/> Seeks to align departmental goals with organisational goals.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is empathetic, understanding others’ perspectives.</li> <li><input type="checkbox"/> Has the ability to foster a sense of teamwork.</li> <li><input type="checkbox"/> Has a deep understanding of their personal goals and motivations.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of workplace and employee recognition techniques.</li> <li><input type="checkbox"/> Understands workplace compensation and benefits programs.</li> <li><input type="checkbox"/> Understands the municipality’s collective agreement.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of the balanced scorecard, and other organisational performance, measurement systems.</li> <li><input type="checkbox"/> Is familiar with theories of compensation and developing motivating compensation programs.</li> <li><input type="checkbox"/> Understands labour legislation.</li> <li><input type="checkbox"/> Has participated in collective bargaining negotiations.</li> </ul>

# C. Staff Performance Management



**Competency Description:** Fostering one’s own growth and performance as well as those of staff and workers throughout the municipality. This calls for: an understanding of interpersonal dynamics; the capacity to assess the strengths and weakness of others; and the ability to be self-motivated while also motivating others.

## 8. RESPECTING DIVERSITY

**Sub-Competency Description:** Understanding the value, and encouraging the development, of a workplace that respects and honours the differences among individuals.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Uses respectful language when speaking with or about coworkers.</li> <li><input type="checkbox"/> Demonstrates an appreciation for the differences between people.</li> <li><input type="checkbox"/> Demonstrates respect for others.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fosters an environment of inclusivity within the team they lead.</li> <li><input type="checkbox"/> Receptive to a wide variety of ideas, experiences, styles, and practices.</li> <li><input type="checkbox"/> Accepts feedback.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fosters an environment of inclusivity throughout the organisation.</li> <li><input type="checkbox"/> Is receptive to a wide variety of ideas, experiences, styles, and practices.</li> <li><input type="checkbox"/> Leverages inclusive design principles to benefit all.</li> <li><input type="checkbox"/> Empowers voices and decision-making across a wide range of identities.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Uses active listening skills to gain clear understanding of others’ viewpoints.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is knowledgeable about Manitoba Labour Code and Human Rights legislation and applicable labour law.</li> <li><input type="checkbox"/> Is familiar with the municipality’s code of conduct and respectful workplace policies.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is familiar with the demographic and cultural make-up of the community.</li> <li><input type="checkbox"/> Is knowledgeable about Manitoba Accessibility Service Standards.</li> <li><input type="checkbox"/> Has extensive knowledge of and experience with Manitoba Labour Code and Human Rights legislation.</li> </ul>



# D. Integrity



**Competency Description:** Exemplifying the highest standards of professional and personal conduct by being honest, treating people fairly, and consistently behaving both lawfully and ethically. This requires knowledge of the MMA Professional Code of Conduct, the ability to make decisions and undertake actions that reflect adherence to a clear set of personal and professional ethics, and the promotion of healthy and respectful relationships with others.

## 1. PERSONAL INTEGRITY

**Sub-Competency Description:** The ability to demonstrate strong ethical principles, honesty, and accountability by consistently behaving in a way that adheres to a high moral standard and fosters trust, credibility, and respect.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Behaves and acts in alignment with a clear set of principles and personal values.</li> <li><input type="checkbox"/> Behaves in a manner that engenders the respect and trust of others.</li> <li><input type="checkbox"/> Treats others fairly and with respect.</li> <li><input type="checkbox"/> Works well without supervision.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Takes full responsibility for their own actions and commitments.</li> <li><input type="checkbox"/> Takes personal responsibility for fulfilling commitments of the team.</li> <li><input type="checkbox"/> Communicates honestly and openly, encouraging team members to be self-aware of values, being aware when the organisation acts in way that do not align.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes and maintains personal credibility, consistently acts with integrity and honesty.</li> <li><input type="checkbox"/> Promotes and lives appropriate social and organisational values in all interactions.</li> <li><input type="checkbox"/> Encourages others to understand their own values and act in alignment with them.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands and acts in accordance with the MMA Professional Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is able to build trust with others.</li> <li><input type="checkbox"/> Interacts with others in an authentic, honest, and positive manner.</li> <li><input type="checkbox"/> Understands and employs values-based decision-making methods and tactics.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Builds trust with others for the purpose of building cooperation and achieving business goals.</li> <li><input type="checkbox"/> Has strong ethical decision-making skills that gain respect from others.</li> <li><input type="checkbox"/> Has ability to interact with others in an authentic, honest, and positive manner.</li> </ul>

# D. Integrity



**Competency Description:** Exemplifying the highest standards of professional and personal conduct by being honest, treating people fairly, and consistently behaving both lawfully and ethically. This requires knowledge of the MMA Professional Code of Conduct, the ability to make decisions and undertake actions that reflect adherence to a clear set of personal and professional ethics, and the promotion of healthy and respectful relationships with others.

## 2. PROFESSIONAL INTEGRITY

**Sub-Competency Description:** The ability to adhere to ethical standards, principles, and best practices within one’s professional responsibilities by upholding a strong commitment to honesty, transparency, and accountability in decision-making, service delivery, and interactions with colleagues, council, stakeholders, and the public.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Takes actions that are consistent with their words (“walks the talk”).</li> <li><input type="checkbox"/> Communicates intentions, ideas, and feelings openly.</li> <li><input type="checkbox"/> Treats others fairly and with respect.</li> <li><input type="checkbox"/> Exemplifies the principles in the MMA Professional Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is open and acts with empathy, sharing resources and knowledge across teams.</li> <li><input type="checkbox"/> Is respectful of all skills and viewpoints.</li> <li><input type="checkbox"/> Acts and makes decisions in alignment with the standards and principles of the organisation and consistent with those expected of a public servant.</li> <li><input type="checkbox"/> Communicates honestly and openly, in alignment with the values of the organisation.</li> <li><input type="checkbox"/> Educates the team and co-workers on the MMA Professional Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes, embodies, and enforces a workplace code of conduct and respectful workplace policies and processes.</li> <li><input type="checkbox"/> Develops a culture where people hold themselves personally accountable for results.</li> <li><input type="checkbox"/> Builds and sustains a high degree of trust with council and staff.</li> <li><input type="checkbox"/> Demonstrates a commitment to honest and transparent decision-making and public accountability.</li> <li><input type="checkbox"/> Supports council’s efforts to abide by the council code of conduct.</li> <li><input type="checkbox"/> Respectfully and tactfully helps members of council return to alignment with the council code of conduct when required.</li> <li><input type="checkbox"/> Establishes systems and processes to ensure council and all employees act, and are seen to act, with high professional integrity.</li> <li><input type="checkbox"/> Reinforces and holds internal and external administrators accountable to the MMA Professional Code of Conduct.</li> </ul>

Continued from: D. Integrity 2. Professional Integrity

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has ability to build trust with others.</li> <li><input type="checkbox"/> Understands and abides by the MMA Professional Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands public sector etiquette and social norms.</li> <li><input type="checkbox"/> Has a strong work ethic, demonstrating value and dependability.</li> <li><input type="checkbox"/> Understands and employs values-based decision-making methods and tactics.</li> <li><input type="checkbox"/> Understands and abides by the organisation's codes of conduct and respectful workplace policies.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills to show honesty, clarity, and empathy.</li> <li><input type="checkbox"/> Has in-depth knowledge of public sector standards and expectations.</li> <li><input type="checkbox"/> Understands and employs organisational behaviour theory to build and reinforce a culture of integrity.</li> </ul>

# D. Integrity



**Competency Description:** Exemplifying the highest standards of professional and personal conduct by being honest, treating people fairly, and consistently behaving both lawfully and ethically. This requires knowledge of the MMA Professional Code of Conduct, the ability to make decisions and undertake actions that reflect adherence to a clear set of personal and professional ethics, and the promotion of healthy and respectful relationships with others.

## 3. ORGANISATIONAL INTEGRITY

**Sub-Competency Description:** The ability to establish a strong ethical culture and governance framework that promotes fairness, honesty, transparency, accountability, and responsible stewardship of resources through the implementation of effective policies, procedures, and controls to prevent corruption, conflicts of interest, and other unethical practices, ensuring that the municipality operates in a manner that aligns with legal and ethical norms and values.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Acts in alignment with the organisation's values, priorities, and principles.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Promotes integrity in others by maintaining consistent values and performance standards.</li> <li><input type="checkbox"/> Advises others in maintaining fair and consistent dealings with others and in dealing with ethical dilemmas.</li> <li><input type="checkbox"/> Uses the MMA Professional Code of Conduct as a tool for coaching and building the professional integrity of team members.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Defines, communicates, and consistently exemplifies the organisation's values and ethics.</li> <li><input type="checkbox"/> Seeks to ensure organisational values are generally aligned with the values of the community it serves.</li> <li><input type="checkbox"/> Works to ensure the organisational values are aligned with their professional values.</li> <li><input type="checkbox"/> Develops a culture where people hold themselves personally accountable for results.</li> <li><input type="checkbox"/> Builds and sustains a high degree of trust with council and staff.</li> <li><input type="checkbox"/> Establishes systems and processes to ensure council and all employees act, and are seen to act, with high professional integrity.</li> <li><input type="checkbox"/> Supports council's efforts to abide by the council code of conduct.</li> </ul>

Continued on following page.

Continued from: D. Integrity 3. Organisational Integrity

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>			<input type="checkbox"/> Establishes and enforces a code of conduct for the organisation. <input type="checkbox"/> Demonstrates a commitment to open, transparent, and accountable municipal government. <input type="checkbox"/> Develops and employs public reporting and accountability systems.
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<input type="checkbox"/> Understands and abides by the MMA Professional Code of Conduct. <input type="checkbox"/> Understands and abides by the organisations codes of conduct and respectful workplace policies.	<input type="checkbox"/> Has a good understanding of the expected organisational culture. <input type="checkbox"/> Understands and employs values-based decision-making methods and tactics.	<input type="checkbox"/> Has excellent communication skills to show honesty, clarity, and empathy. <input type="checkbox"/> Has in-depth knowledge of public sector standards and expectations. <input type="checkbox"/> Understands and employs organisational behaviour theory to build and reinforce a culture of integrity. <input type="checkbox"/> Understands and employs corporate social responsibility methodology and systems within the organisation. <input type="checkbox"/> Understands the organisation's legal requirement to have and enforce an employee code of conduct that includes conflict of interest rules.

# E. Self-Management



**Competency Description:** Effectively regulate, organize, and prioritize one’s own tasks, responsibilities, and professional development. This requires the demonstration of strong time management, organisational skills, the capacity to work independently, set goals, and meet deadlines in a proactive and efficient manner. Also, it requires the ability to maintain a high level of self-motivation, adaptability, and resilience in order to navigate various challenges and changes that may arise within the municipal environment.

## 1. SEEKING FEEDBACK

**Sub-Competency Description:** The ability to receive and consider feedback by soliciting input, evaluations, and constructive criticism from colleagues, supervisors, and stakeholders, whether positive or negative, regarding their performance, decisions, and work processes with an open mind and a commitment to continuous improvement.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Elicits comments or feedback on work.</li> <li><input type="checkbox"/> Documents feedback and develops an improvement plan with milestones and self-evaluation measures.</li> <li><input type="checkbox"/> Follows through on improvement requests.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Solicits input and feedback from a range of stakeholders to support performance evaluation, service improvement, project design, as well as overall personal and organisational development.</li> <li><input type="checkbox"/> Clearly communicates the purpose and intent behind seeking feedback.</li> <li><input type="checkbox"/> Offers diverse feedback channels, accommodating different communication preferences and ensuring that team members can provide input in a way that feels comfortable for them.</li> <li><input type="checkbox"/> Openminded and willing to learn from others at all organisational levels.</li> <li><input type="checkbox"/> Solicits ideas and opinions to help form specific decisions or plans. Invites all members to contribute to a process.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Uses varied communication vehicles and opportunities to promote dialogue and feedback on performance.</li> <li><input type="checkbox"/> Institutes organisation-wide mechanisms and processes to promote and support continuous learning and improvement.</li> <li><input type="checkbox"/> Fosters a culture of openness and trust in which seeking and sharing honest, candid, and constructive feedback is valued and protected.</li> <li><input type="checkbox"/> Receives feedback openly and without judgement.</li> <li><input type="checkbox"/> Demonstrates a commitment to continuous improvement by creating and implementing action plans to address ideas and concerns raised via employee and stakeholder feedback.</li> </ul>

Continued on following page.

Continued from: E. Self-Management 1. Seeking Feedback

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has active listening skills to receive feedback clearly, openly and without defensiveness.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of effective feedback techniques to utilize and maximize results.</li> <li><input type="checkbox"/> Is confident and able to accept positive and negative comments.</li> <li><input type="checkbox"/> Understands and uses employee coaching methods and skills to provide feedback that supports the growth of team members.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands and uses self-reflection skills, actively evaluating their own actions, decisions, and behaviors.</li> <li><input type="checkbox"/> Has the ability to prioritize feedback, set goals for improvement, and follow through with action plans.</li> <li><input type="checkbox"/> Has the ability to demonstrate humility, recognizing that they do not have all the answers and can benefit from the perspectives of others.</li> <li><input type="checkbox"/> Understands emotional intelligence theory and uses it to encourage, receive, and benefit from feedback.</li> </ul>

# E. Self-Management



**Competency Description:** Effectively regulate, organize, and prioritize one’s own tasks, responsibilities, and professional development. This requires the demonstration of strong time management, organisational skills, the capacity to work independently, set goals, and meet deadlines in a proactive and efficient manner. Also, it requires the ability to maintain a high level of self-motivation, adaptability, and resilience in order to navigate various challenges and changes that may arise within the municipal environment.

## 2. ASSESSING OWN PERFORMANCE

**Sub-Competency Description:** The ability to critically evaluate one’s own work, actions, and achievements through a reflective process, comparing performance against established goals, key performance indicators, and organisational expectations to identify strengths, areas for improvement, and opportunities for professional development.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completes self-examination procedures using the organisation’s performance appraisal system.</li> <li><input type="checkbox"/> Openly shares plans for improvement with supervisor.</li> <li><input type="checkbox"/> Sets personal development goals.</li> <li><input type="checkbox"/> Maintains a career development plan.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Self-reflects regularly on performance, identifying strengths and weaknesses and targets for improvement activities.</li> <li><input type="checkbox"/> Implements self-examination procedures using the organisation’s performance appraisal system.</li> <li><input type="checkbox"/> Uses self-assessment results to prepare a personal development action plan, using goal setting tools.</li> <li><input type="checkbox"/> Champions self-assessment, sharing experiences, demonstrating positive impacts.</li> <li><input type="checkbox"/> Seeks feedback from colleagues, supervisors, and/or mentors to compensate for blind-spots and validate self-assessment results.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Institutes self-examination in the organisation’s performance appraisal system.</li> <li><input type="checkbox"/> Consults with individuals to reflect on experiences as learning opportunities.</li> <li><input type="checkbox"/> Embraces a mindset of continuous learning and adaptability.</li> </ul>

Continued on following page.



Continued from: E. Self-Management 2. Assessing Own Performance

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good record keeping skills to log achievements and areas for improvement.</li> <li><input type="checkbox"/> Has ability to set goals to drive personal performance.</li> <li><input type="checkbox"/> Is knowledgeable of the organisation's performance appraisal system.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of goal setting tools and principles for setting action plans.</li> <li><input type="checkbox"/> Understands and employs self-assessment methodologies to support personal discovery and growth.</li> <li><input type="checkbox"/> Understands and employs development plan methods and tools to support personal growth and professional achievement.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is able to use benchmarks and other personal development measurement systems to inform personal and professional goals and targets.</li> </ul>

# E. Self-Management



**Competency Description:** Effectively regulate, organize, and prioritize one’s own tasks, responsibilities, and professional development. This requires the demonstration of strong time management, organisational skills, the capacity to work independently, set goals, and meet deadlines in a proactive and efficient manner. Also, it requires the ability to maintain a high level of self-motivation, adaptability, and resilience in order to navigate various challenges and changes that may arise within the municipal environment.

## 3. DELEGATING

**Sub-Competency Description:** The ability to assign tasks and responsibilities to others in a manner that optimizes efficiency, fosters team collaboration, and ensures the successful completion of goals and projects through a process of assessing individual strengths, capabilities, and workloads, assigning tasks accordingly, providing clear instructions, setting expectations, and offering support while allowing team members the autonomy to carry out their assigned responsibilities.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Advises, guides and coaches others by sharing experiences and discussing how to handle current or anticipated concerns.</li> <li><input type="checkbox"/> Provides performance feedback and support, reinforcing strengths and identifying areas for improvement.</li> <li><input type="checkbox"/> Assists in mentoring others.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Gives detailed instructions and/or provides job demonstrations, showing how to do tasks, providing helpful suggestions.</li> <li><input type="checkbox"/> Clearly communicate the expectations, objectives, and desired outcomes of the delegated task.</li> <li><input type="checkbox"/> Matches delegated tasks to the skills, expertise, and capabilities of team members, considering their strengths, interests, and developmental goals.</li> <li><input type="checkbox"/> Empowers and trusts individuals to make decisions and take ownership of delegated tasks.</li> <li><input type="checkbox"/> Provides the necessary support, resources, and guidance to help individuals succeed in their delegated tasks.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assesses subordinates’ competence, delegating full authority and responsibility with the latitude for them to do a task in their own way, including the opportunity to make, and learn from, mistakes in a non-critical setting.</li> <li><input type="checkbox"/> Provides ongoing feedback to senior leaders to ensure successful implementation and achievement of delegated tasks and responsibilities.</li> <li><input type="checkbox"/> Uses delegation as a development tool, building the capacity of the organisation and supporting internal succession capabilities.</li> </ul>

Continued on following page.

Continued from: E. Self-Management 3. Delegating

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide constructive feedback on delegated work, recognizing achievements, and addressing areas for improvement.</li> <li><input type="checkbox"/> Establishes systems for monitoring progress and holding individuals accountable for their delegated tasks; regularly checking in to ensure that the work is on track.</li> </ul>	
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good active listening skills to answer questions correctly and is able to address potential concerns about assigned responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good communication skills to ensure team members are aware of the expectation to complete their tasks on time.</li> <li><input type="checkbox"/> Understands employee coaching methods and skills, providing feedback that supports the growth of team members.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills to exchange information with others.</li> <li><input type="checkbox"/> Has excellent supervision skills to train and entrust others to fulfill their roles and responsibilities.</li> <li><input type="checkbox"/> Has excellent organisational skills, using time effectively for creating estimates and realistic deadlines.</li> <li><input type="checkbox"/> Understands and employs succession planning and workforce skill development frameworks, methodologies, and tactics.</li> </ul>

# E. Self-Management



**Competency Description:** Effectively regulate, organize, and prioritize one’s own tasks, responsibilities, and professional development. This requires the demonstration of strong time management, organisational skills, the capacity to work independently, set goals, and meet deadlines in a proactive and efficient manner. Also, it requires the ability to maintain a high level of self-motivation, adaptability, and resilience in order to navigate various challenges and changes that may arise within the municipal environment.

## 4. UTILIZING SELF-MANAGEMENT TOOLS

**Sub-Competency Description:** The ability to leverage various resources and techniques to organize, prioritize, and streamline one’s work responsibilities and personal development using tools such as time management applications, project management software, task lists, and other organisational aids.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Scans the environment for opportunities to improve workflow, increasing efficiency by utilizing new work practices and technologies.</li> <li><input type="checkbox"/> Accepts and implements new solutions superior to conventional techniques.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Thinks laterally (“outside the box”) to identify new solutions. Will consider new and unconventional ideas and is prepared to look beyond the data for solutions.</li> <li><input type="checkbox"/> Adapts methodology and ideas quickly for immediate or anticipated changes in the environment.</li> <li><input type="checkbox"/> Tracks, monitors, and analyzes work time and measures relative productivity.</li> <li><input type="checkbox"/> Encourages team members to try new applications and workflow systems to improve productivity.</li> <li><input type="checkbox"/> Integrates team productivity processes and applications into daily workflow.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures adequate resources are directed to meet stated goals and priorities.</li> <li><input type="checkbox"/> Looks beyond government for shifts, trends and innovative approaches that can be implemented to improve results.</li> <li><input type="checkbox"/> Uses productivity applications to simplify system analyses and identify workflow improvement opportunities.</li> <li><input type="checkbox"/> Establishes organisation-wide project tracking and productivity measurement and reporting systems.</li> </ul>

Continued on following page.

Continued from: E. Self-Management 4. Utilizing Self-Management Tools

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good organisational skills to utilize systems effectively.</li> <li><input type="checkbox"/> Has time management skills with an ability to focus on the most important tasks and meet deadlines.</li> <li><input type="checkbox"/> Is adept at using calendar applications such as Outlook.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has ability to set clear and concise goals to determine what to accomplish.</li> <li><input type="checkbox"/> Is adept at using various productivity tools, such as task lists, time tracking, work break-down structures, etc.</li> <li><input type="checkbox"/> Uses productivity applications such as OneNote, Trello, RescueTime, etc.</li> <li><input type="checkbox"/> Demonstrates good decision making skills to prioritize and delegate tasks.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent decision-making skills to prioritize and delegate tasks.</li> <li><input type="checkbox"/> Has excellent time management and organisational skills.</li> <li><input type="checkbox"/> Has in-depth knowledge and is proficient in the use of various productivity tools such as task lists, time tracking, work break-down structures, etc.</li> </ul>

# E. Self-Management



**Competency Description:** Effectively regulate, organize, and prioritize one’s own tasks, responsibilities, and professional development. This requires the demonstration of strong time management, organisational skills, the capacity to work independently, set goals, and meet deadlines in a proactive and efficient manner. Also, it requires the ability to maintain a high level of self-motivation, adaptability, and resilience in order to navigate various challenges and changes that may arise within the municipal environment.

## 5. COMMITMENT TO LIFE-LONG LEARNING

**Sub-Competency Description:** The ability to acquire new knowledge, skills, and competencies throughout one’s professional career by actively seeking out opportunities for professional development, attending relevant workshops, pursuing additional education, and staying informed about emerging trends and best practices in municipal administration.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Creates time for reflection, seeking feedback and support from others to determine development opportunities.</li> <li><input type="checkbox"/> Recognizes personal strengths and continues to develop them.</li> <li><input type="checkbox"/> Regularly shares expertise with team members to support continuous learning and improvement.</li> <li><input type="checkbox"/> Enrolls in courses, workshops, certifications, or degree programs related to their field of expertise or areas of interest.</li> <li><input type="checkbox"/> Reads books, industry journals, reports, etc.</li> <li><input type="checkbox"/> Takes initiative and independently learns and explores new topics, tools, or technologies related to their role and profession.</li> <li><input type="checkbox"/> Tracks and reports professional development credits through the MMA website.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provides regular feedback and guidance to help team members achieve the outcomes of their performance plan.</li> <li><input type="checkbox"/> Recognizes strengths and is open to feedback to enhance personal style and skills.</li> <li><input type="checkbox"/> Models continual learning with regular enrollment in workshops, conferences, seminars, and training sessions to enhance professional skills and stay current with industry trends.</li> <li><input type="checkbox"/> Influences others to commitment to the life-long learning.</li> <li><input type="checkbox"/> Grants time off for professional development.</li> <li><input type="checkbox"/> Participates in professional networks, forums, and communities to exchange ideas, learn from peers, and collaborate on projects.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Institutes organisation-wide mechanisms and processes to promote and support continuous learning and improvement.</li> <li><input type="checkbox"/> Dedicates financial resources to support professional development.</li> <li><input type="checkbox"/> Develops personal goals for growth in knowledge.</li> <li><input type="checkbox"/> Mentors and coaches others, sharing insights and experiences in support of the professional growth of others.</li> <li><input type="checkbox"/> Integrates MMA professional development credit tracking into staff personal performance and development plans.</li> </ul>

Continued on following page.

Continued from: E. Self-Management 5. Commitment to Life-Long Learning

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>	<input type="checkbox"/> Engages in mentorship or coaching relationships to learn from more experienced professionals and gain insights from their experiences.		
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<input type="checkbox"/> Understands and employs the organisation's professional development program.	<input type="checkbox"/> Has a working knowledge of policy development in support of a robust organisational professional development program. <input type="checkbox"/> Has good communication skills to promote use of the program.	<input type="checkbox"/> Has experience in setting up robust organisational professional development programs. <input type="checkbox"/> Has excellent communication skills to promote use of the program.

# E. Self-Management



**Competency Description:** Effectively regulate, organize, and prioritize one’s own tasks, responsibilities, and professional development. This requires the demonstration of strong time management, organisational skills, the capacity to work independently, set goals, and meet deadlines in a proactive and efficient manner. Also, it requires the ability to maintain a high level of self-motivation, adaptability, and resilience in order to navigate various challenges and changes that may arise within the municipal environment.

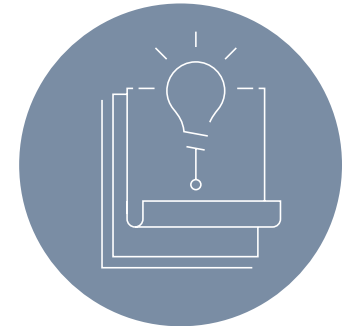
## 6. MODELING BEHAVIOUR

**Sub-Competency Description:** The ability to set a positive example through one’s own actions, attitudes, and work ethic by consistently demonstrating the values, standards, and behaviors expected in the workplace and in the profession.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Takes responsibility for own work, including ownership of problems and issues.</li> <li><input type="checkbox"/> Acts in accordance with organisations policies, procedures, codes of conduct, and standards.</li> <li><input type="checkbox"/> Approaches work with enthusiasm, resilience, and a solutions-oriented mindset.</li> <li><input type="checkbox"/> Treats others with respect, empathy, and understanding.</li> <li><input type="checkbox"/> Abides by the MMA Professional Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Deals directly and constructively with lapses of integrity or breaches in policy, codes of conduct, or standards.</li> <li><input type="checkbox"/> Owns up to mistakes and errors in judgment.</li> <li><input type="checkbox"/> Approaches mistakes and honest lapses in judgement as learning opportunities, focusing on personal and professional growth.</li> <li><input type="checkbox"/> Demonstrates awareness and understanding of organisational and professional standards.</li> <li><input type="checkbox"/> Uses the organisation’s stated values and priorities as touchstones with their team.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Defines, communicates, and consistently exemplifies the organisation’s values and ethics.</li> <li><input type="checkbox"/> Identifies underlying issues that impact negatively on people and takes appropriate action to rectify the issues (e.g., systemic discrimination).</li> <li><input type="checkbox"/> Acts with authenticity, being genuine and true to themselves while also adhering to professional and organisational norms.</li> <li><input type="checkbox"/> Fosters a culture of ownership and promotes accountability and an ethic of personal responsibility.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates good communication in sharing own experiences and learned lessons.</li> <li><input type="checkbox"/> Has general knowledge of the organisation’s values and standards.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is able to identify unique abilities and uses those skills to help them improve professionally and personally.</li> <li><input type="checkbox"/> Has detailed knowledge of the organisation’s values and standards.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills that creates a healthy and productive team environment.</li> <li><input type="checkbox"/> Has proficient knowledge of the organisation’s values and standards.</li> </ul>



# Plans



In municipal administration, the plans aspect is defined by competencies in strategic management leadership and organisational planning and management. Strategic management leadership involves setting clear goals, envisioning the future direction of the municipality, and providing effective leadership to steer the organisation towards its objectives. This competency ensures that municipal leaders have a strategic vision and the ability to make informed decisions to address current challenges and anticipate future needs. Meanwhile, the organisation planning and management competency focuses on the efficient allocation of resources, development of effective processes, and implementation of organisational structures to achieve strategic objectives. By integrating these competencies, municipal administrators can effectively plan and manage the municipality's activities, ensuring alignment with strategic goals, optimizing resource utilization, and ultimately enhancing the overall effectiveness and efficiency of municipal operations.

# F. Strategic Management Leadership



**Competency Description:** Adopting a leadership approach that empowers the municipality to set out a vision and goals, working to deliver successful results through environmental scanning, problem solving, change management, prioritization, along with an ability to act in a nimble and responsive fashion. This requires a progressive and dynamic leadership style with the capacity to: identify problems and articulate creative solutions; the ability to formulate a vision and onboard stakeholders; the skill to make values-based decisions; and, the ability to foster a team environment in which creativity, ingenuity, and innovation thrive.

## 1. INITIATIVE

**Sub-Competency Description:** The ability to be proactive and initiate purposeful action to address a specific challenge, opportunity, or goal within the community or municipal organisation.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Proactively identifies opportunities for improvement within the municipality.</li> <li><input type="checkbox"/> Takes action to resolve challenges within their scope of work without having to be told.</li> <li><input type="checkbox"/> Takes responsibility for own actions and outcomes of work.</li> <li><input type="checkbox"/> Works without always being told what to do.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Proposes innovative and creative projects, initiatives, or programs to address large organisational challenges or meet community needs.</li> <li><input type="checkbox"/> Supports team innovation and encourages creativity and empowers team members to problem-solve and find solutions.</li> <li><input type="checkbox"/> Challenges the status quo and removes obstacles to organisational improvement and achieving objectives.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Exhibits a willingness to take calculated risks in pursuit of strategic objectives.</li> <li><input type="checkbox"/> Encourages a culture that embraces experimentation and learning.</li> <li><input type="checkbox"/> Encourages and allows actions of others to address current or future problems or opportunities.</li> <li><input type="checkbox"/> Establishes systems that encourage and support delegation of leadership tasks/opportunities, to support staff capacity building.</li> <li><input type="checkbox"/> Acknowledges and recognizes examples of staff taking initiative.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has an ability to adapt to change.</li> <li><input type="checkbox"/> Has active listening skills to obtain understanding of issues as a solution seeker.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has analytical thinking skills and is able to determine potential outcomes and see opportunity for collaboration on projects.</li> <li><input type="checkbox"/> Has good team management skills to lead and encourage members to input ideas and solutions.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent project proposal, tracking and reporting skills.</li> <li><input type="checkbox"/> Has excellent communication skills.</li> <li><input type="checkbox"/> Has excellent team management skills to motivate, lead and encourage members to input ideas and solutions.</li> </ul>

# F. Strategic Management Leadership



**Competency Description:** Adopting a leadership approach that empowers the municipality to set out a vision and goals, working to deliver successful results through environmental scanning, problem solving, change management, prioritization, along with an ability to act in a nimble and responsive fashion. This requires a progressive and dynamic leadership style with the capacity to: identify problems and articulate creative solutions; the ability to formulate a vision and onboard stakeholders; the skill to make values-based decisions; and, the ability to foster a team environment in which creativity, ingenuity, and innovation thrive.

## 2. VISION

**Sub-Competency Description:** The ability to define a clear and inspiring long-term direction or aspiration with regards to the municipality's growth, development, and overall well-being, which guides the development and execution of policies, plans, and initiatives.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the organisation's strategic plan and how to support its delivery within areas of responsibility.</li> <li><input type="checkbox"/> Liaises with others to ensure alignment with the business goals and values of the organisation.</li> <li><input type="checkbox"/> Effectively communicates and interprets the strategic plan to others within areas of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Contributes to the development of the organisation's strategy by bringing insights from program delivery results and citizen feedback.</li> <li><input type="checkbox"/> Provides direction and communicates the vision to encourage alignment within the team.</li> <li><input type="checkbox"/> Seeks out and assesses information on potential future directions.</li> <li><input type="checkbox"/> Works with the team to set program/operational goals and plans in keeping with the strategic direction.</li> <li><input type="checkbox"/> Communicates clearly what vision-aligned outcomes have been achieved.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Takes a visionary approach to organisational development.</li> <li><input type="checkbox"/> Engages with the senior management team to create a compelling vision for the municipality's administration.</li> <li><input type="checkbox"/> Clearly links the administrative vision with outcomes for the council, citizens, and other stakeholders.</li> <li><input type="checkbox"/> Develops systems that connects operational plans to the organisation's vision.</li> <li><input type="checkbox"/> Identifies trends or connections between organisational issues, integrating them into organisational priorities.</li> <li><input type="checkbox"/> Ensures important council activity is aligned to the organisational vision and strategic objectives.</li> <li><input type="checkbox"/> Takes responsibility for delivering on the organisational vision and strategic plan.</li> <li><input type="checkbox"/> Establishes systems to monitor and report regularly on achievement of the organisational vision and strategic plan.</li> </ul>

Continued on following page.

Continued from: F. Strategic Management Leadership 2. Vision

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has effective communication skills to interpret strategic plan to others.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has analytical skills to assess potential outcomes.</li> <li><input type="checkbox"/> Has management skills to keep the team on track and in line with the organisation's objectives.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has strategic planning skills needed to develop and propose potential directives.</li> <li><input type="checkbox"/> Has excellent communication skills to explain and interpret directives and potential outcomes and impact.</li> <li><input type="checkbox"/> Uses analytical skills to assess impact on current and potential directives.</li> <li><input type="checkbox"/> Uses critical thinking skills to sift through to the most essential directives and outcomes</li> </ul>

# F. Strategic Management Leadership



**Competency Description:** Adopting a leadership approach that empowers the municipality to set out a vision and goals, working to deliver successful results through environmental scanning, problem solving, change management, prioritization, along with an ability to act in a nimble and responsive fashion. This requires a progressive and dynamic leadership style with the capacity to: identify problems and articulate creative solutions; the ability to formulate a vision and onboard stakeholders; the skill to make values-based decisions; and, the ability to foster a team environment in which creativity, ingenuity, and innovation thrive.

## 3. CREATIVITY AND INNOVATION

**Sub-Competency Description:** The ability to encourage a culture of creative thinking, to cultivate and implement original and transformative ideas and approaches, and to foster an environment that supports experimentation, risk-taking, and the exploration of novel strategies and technologies to enhance municipal services, processes, and infrastructure.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Analyzes strengths and weaknesses of current approaches.</li> <li><input type="checkbox"/> Is open to new ideas and recognizes when a new approach is needed.</li> <li><input type="checkbox"/> Clearly communicates new ideas and processes to achieve organisational goals.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks out and assesses information on potential future directions and applies ideas or solutions that worked in other environments.</li> <li><input type="checkbox"/> Integrates and synthesizes relevant concepts into new solutions for which there is no previous experience.</li> <li><input type="checkbox"/> Creates new models and methods for the organisation.</li> <li><input type="checkbox"/> Encourages team members to consistently push to improve team performance and productivity.</li> <li><input type="checkbox"/> Is open to ideas and information from other industries and sectors to generate new ideas for the team and organisation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develops an environment that nurtures creative thinking, questioning and experimentation.</li> <li><input type="checkbox"/> Encourages challenges to conventional approaches.</li> <li><input type="checkbox"/> Sponsors experimentation to maximize potential for innovation.</li> <li><input type="checkbox"/> Sees problems as opportunities and encourages the organisation to adopt this mindset.</li> <li><input type="checkbox"/> Promotes the concept of continuous learning, encouraging, working to support staff development that reaching beyond their current roles.</li> <li><input type="checkbox"/> Ensures the municipality allocates resources to fund and support innovation and pilot projects.</li> <li><input type="checkbox"/> Promotes cross-team collaboration to encourage the advancement of new perspectives and ideas to address existing challenges.</li> </ul>

Continued on following page.

Continued from: F. Strategic Management Leadership 3. Creativity and Innovation

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has ability to adapt to changes in systems and approaches.</li> <li><input type="checkbox"/> Has good communication skills to share ideas.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has team management skills, working collaboratively and supporting open dialogue on solutions.</li> <li><input type="checkbox"/> Delegates decision making, inviting the delegate to analyze and suggest changes.</li> <li><input type="checkbox"/> Has problem solving skills, using group facilitation methods like brainstorming to generate citizen-centric solutions.</li> <li><input type="checkbox"/> Understands basic project management methods, particularly agile development methods.</li> <li><input type="checkbox"/> Is familiar with data collection and analysis methods that help generate new insights from existing activities.</li> <li><input type="checkbox"/> Understands and can employ process-improvement methodologies like Lean, Six Sigma, and Total Quality Management.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Utilizes excellent communication skills to encourage and welcome new ways of problem solving.</li> <li><input type="checkbox"/> Understands and employs risk management methods to identify and mitigate potential risks created by change.</li> </ul>

# F. Strategic Management Leadership



**Competency Description:** Adopting a leadership approach that empowers the municipality to set out a vision and goals, working to deliver successful results through environmental scanning, problem solving, change management, prioritization, along with an ability to act in a nimble and responsive fashion. This requires a progressive and dynamic leadership style with the capacity to: identify problems and articulate creative solutions; the ability to formulate a vision and onboard stakeholders; the skill to make values-based decisions; and, the ability to foster a team environment in which creativity, ingenuity, and innovation thrive.

## 4. MANAGING CHANGE

**Sub-Competency Description:** The ability to systematically and proactively guide, facilitate, and implement organisational transitions and transformations by overseeing and addressing the various challenges, risks, and opportunities associated with shifts in policies, procedures, technologies, or cultural aspects, that impact the municipality.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Embraces change and is receptive to unconventional ideas.</li> <li><input type="checkbox"/> Identifies and accepts the need, and processes required, for change.</li> <li><input type="checkbox"/> Stays updated on industry trends, emerging technologies, and municipal sector dynamics.</li> <li><input type="checkbox"/> Explains the process, ramifications, and rationale for change to those affected by it.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies important and effective past practices that should continue after change is implemented.</li> <li><input type="checkbox"/> Anticipates specific reasons underlying resistance to change and implements approaches that address resistance.</li> <li><input type="checkbox"/> Invites discussion and exchange of views on the drivers of change and proposed change initiatives.</li> <li><input type="checkbox"/> Ensures that change does not derail progress towards identified objectives.</li> <li><input type="checkbox"/> Clarifies the potential opportunities and consequences of proposed changes.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Creates an environment that promotes and encourages change or innovation.</li> <li><input type="checkbox"/> Encourages staff to take ownership of change in their teams and areas of responsibility.</li> <li><input type="checkbox"/> Shares and promotes successful change efforts throughout the organisation.</li> <li><input type="checkbox"/> Is able to personally communicate a clear vision of the broad impact of change.</li> <li><input type="checkbox"/> Builds commitment for new initiatives.</li> </ul>

Continued on following page.

Continued from: F. Strategic Management Leadership 4. Managing Change

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has an ability to adapt to change in processes.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Possesses analytical skills to assess current and proposed processes.</li> <li><input type="checkbox"/> Has active listening skills to understand the full nature of the situation under assessment.</li> <li><input type="checkbox"/> Is familiar with change management theory and methodology.</li> <li><input type="checkbox"/> Is able to identify and minimize barriers to change.</li> <li><input type="checkbox"/> Has an ability to prepare and document compelling business cases that support change initiatives.</li> <li><input type="checkbox"/> Understands and has an ability to employ project management methods to implement change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills to encourage and welcome new ways of operations and services.</li> <li><input type="checkbox"/> Has an ability to identify trends and other environmental impacts that necessitate the need for organisational change.</li> <li><input type="checkbox"/> Has an ability to employ emotional intelligence theory to manage emotional resistance to change and build support.</li> </ul>



# F. Strategic Management Leadership



**Competency Description:** Adopting a leadership approach that empowers the municipality to set out a vision and goals, working to deliver successful results through environmental scanning, problem solving, change management, prioritization, along with an ability to act in a nimble and responsive fashion. This requires a progressive and dynamic leadership style with the capacity to: identify problems and articulate creative solutions; the ability to formulate a vision and onboard stakeholders; the skill to make values-based decisions; and, the ability to foster a team environment in which creativity, ingenuity, and innovation thrive.

## 5. WORKING WITH COUNCIL TO ACHIEVE OBJECTIVES

**Sub-Competency Description:** The ability to effectively communicate and consult with council to develop a shared understanding of the municipality’s challenges, opportunities, and strategic directions; working to engage council members in the decision-making process, seeking their input and support, and providing them with the necessary information and resources to make informed and impactful policy and planning decisions.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Pays attention to the communication of council and maintains an awareness of council's stated objectives and priorities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Presents written oral and written communications with confidence and clarity.</li> <li><input type="checkbox"/> Adapts style, message and tone based on the audience or client group and on the issues being addressed.</li> <li><input type="checkbox"/> Provides senior leadership with high-quality and timely information to assist with keeping council informed, supporting good governance.</li> <li><input type="checkbox"/> Keeps team informed of council decisions and priorities, highlighting links between council priorities to areas of team responsibility.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicates strategically to achieve specific objectives (e.g., considering the optimal message to present, timing and forum of communication).</li> <li><input type="checkbox"/> Understands the underlying needs, interests, issues and motivations of council and council members.</li> <li><input type="checkbox"/> Interprets complex and possibly contradictory or competing signals/ messages.</li> <li><input type="checkbox"/> Maintains an acute understanding of the local, provincial, and federal political environment and ensures these are considered in organisational analyses and recommendations.</li> <li><input type="checkbox"/> Understands and is sensitive to political cycles, while also ensuring administrative processes are not unduly biased by them.</li> </ul>

Continued on following page.

Continued from: F. Strategic Management Leadership 5. Working with Council to Achieve Objectives

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has an ability to adapt to changes in priorities established by council.</li> <li><input type="checkbox"/> Has active listening skills to understand the other's viewpoints.</li> <li><input type="checkbox"/> Understands municipal governance structure and administration's organisational hierarchy.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has the organisational skills needed to conduct and prepare research reports.</li> <li><input type="checkbox"/> Has effective communication skills to explain proposals and reports to council for decision making.</li> <li><input type="checkbox"/> Has an ability to use technical communication methods to simplify communication and improve understanding.</li> <li><input type="checkbox"/> Has an ability to use data visualization tools and techniques to improve understanding and promote insight.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has superior communication skills to explain proposals and reports to council for decision making.</li> <li><input type="checkbox"/> Has analytical skills to research information to recommend solutions.</li> <li><input type="checkbox"/> Has strategic thinking skills to focus and guide council on projects in line with established targets.</li> <li><input type="checkbox"/> Has active listening skills to understand all parties' perspectives on challenges.</li> <li><input type="checkbox"/> Understands group behavioural dynamics and is able to promote thoughtful group discussion and consensus building.</li> <li><input type="checkbox"/> Understands and employs strategic planning and implementation methodologies, translating long-term and complex visions into tangible and achievable projects, programs, and initiatives.</li> </ul>

# F. Strategic Management Leadership



**Competency Description:** Adopting a leadership approach that empowers the municipality to set out a vision and goals, working to deliver successful results through environmental scanning, problem solving, change management, prioritization, along with an ability to act in a nimble and responsive fashion. This requires a progressive and dynamic leadership style with the capacity to: identify problems and articulate creative solutions; the ability to formulate a vision and onboard stakeholders; the skill to make values-based decisions; and, the ability to foster a team environment in which creativity, ingenuity, and innovation thrive.

## 6. CONTINGENCY PLANNING

**Sub-Competency Description:** The ability to proactively identify potential crises or matters of concern to develop alternative strategies and measures that mitigate potential risks, challenges, or unexpected events, which could impact the municipality’s operations, services, or resources.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Anticipates, identifies, and effectively deals with problems or risks.</li> <li><input type="checkbox"/> Makes recommendations that reflect value for dollar priority or service alignment.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conducts ongoing risk analysis, looking ahead for contingent liabilities, opportunities, and astutely identifies the risks involved.</li> <li><input type="checkbox"/> Maintains an awareness of operational risk factors such as labour availability, supply chain capacity, etc.</li> <li><input type="checkbox"/> Analyzes historical data and trends to anticipate potential future risks.</li> <li><input type="checkbox"/> Develops and implements basic contingency plans and initiatives with high potential for pay off or cost avoidance.</li> <li><input type="checkbox"/> Encourages the team to identify risk factors.</li> <li><input type="checkbox"/> Regularly and responsibly shares risk analysis and solution alternatives with senior leadership.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develops broad strategies that reflect an in-depth understanding and assessment of operational, organisational, and political realities and risks.</li> <li><input type="checkbox"/> Oversees the development of guidelines, principles, and approaches to assist in decision making when risk is a factor.</li> <li><input type="checkbox"/> Provides guidance on the organisation's tolerance for risk.</li> <li><input type="checkbox"/> Communicates decisively and inspires confidence during challenging times.</li> <li><input type="checkbox"/> Stays informed about global events that may impact the organization.</li> </ul>

Continued on following page.

Continued from: F. Strategic Management Leadership 6. Contingency Planning

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is able to adapt to changes and mitigate potentially negative outcomes.</li> <li><input type="checkbox"/> Understands value for money and value for service measures.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has analytical thinking skills to determine best outcomes in the face of challenges.</li> <li><input type="checkbox"/> Has good organisational understanding of operations and potential risks.</li> <li><input type="checkbox"/> Understands and employs scenario planning techniques to prepare response strategies.</li> <li><input type="checkbox"/> Has critical thinking skills to determine the level of impact of each risk factor.</li> <li><input type="checkbox"/> Understands and uses risk avoidance, mitigation, and insurances strategies to manage risks within areas of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has in-depth understanding of operations and potential risk factors.</li> <li><input type="checkbox"/> Uses advanced financial analysis and indicators to identify and manage short and long-term financial risks.</li> <li><input type="checkbox"/> Understands and employs business continuity planning methods and municipality-wide systems to ensure organisational resiliency.</li> <li><input type="checkbox"/> Uses risk management tools to identify and quantify risks, understand potential impacts, and develop mitigation tactics.</li> </ul>

# F. Strategic Management Leadership



**Competency Description:** Adopting a leadership approach that empowers the municipality to set out a vision and goals, working to deliver successful results through environmental scanning, problem solving, change management, prioritization, along with an ability to act in a nimble and responsive fashion. This requires a progressive and dynamic leadership style with the capacity to: identify problems and articulate creative solutions; the ability to formulate a vision and onboard stakeholders; the skill to make values-based decisions; and, the ability to foster a team environment in which creativity, ingenuity, and innovation thrive.

## 7. CREATING ORGANISATIONAL ALIGNMENT

**Sub-Competency Description:** The ability to foster coherence, consistency, and synergy across different departments, teams, and functions to ensure all aspects of the organisation, including goals, strategies, operations, and culture, are harmonized and coordinated in support of the overarching vision, mission, and priorities of the municipality.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prioritizes work in alignment with organisation's goals and priorities.</li> <li><input type="checkbox"/> Reliably completes tasks assigned.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develops and implements strategies to reach team/program/department goals to advance organisational priorities.</li> <li><input type="checkbox"/> Provides input to help formulate corporate priorities and commits to achieving success at the team/program and department level.</li> <li><input type="checkbox"/> Translates high level and complex information into realistic plans for departments and teams.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures that the strategic direction of the organisation is informed by an unbiased understanding of the operating environment and the municipality's social, political, and economic situation.</li> <li><input type="checkbox"/> Translates the strategic direction, including vision, mission and values into effective tactics, programs, and projects.</li> <li><input type="checkbox"/> Develops, leads, and ensures meaningful communication of shared vision, values, mission, and strategic direction to inspire and influence stakeholders.</li> <li><input type="checkbox"/> Aligns team objectives and priorities to the organisation's mission, values, and strategies.</li> <li><input type="checkbox"/> Fosters and facilitates collaboration among different teams and departments, building a cohesive and cooperative work environment.</li> </ul>

Continued on following page.

Continued from: F. Strategic Management Leadership 7. Creating Organisational Alignment

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>			<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures resource allocations are aligned with strategic priorities.</li> <li><input type="checkbox"/> Prevents scope creep and “mission ambiguity” by reinforcing priorities with aligned decision-making, declining non-aligned activities.</li> </ul>
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has organisational skills to ensure timelines are met.</li> <li><input type="checkbox"/> Understands organisational goals, priorities, and strategies and how they relate to citizens and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has team management skills to motivate and organize processes to achieve goals.</li> <li><input type="checkbox"/> Has organisational skills to keep projects on time and efficiently accomplished.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has strategic planning skills to align organisational processes to council’s strategic plan.</li> <li><input type="checkbox"/> Uses effective communication skills for others to understand the goals and strategies.</li> <li><input type="checkbox"/> Understands and employs organisational behaviour theory to build structures and processes that promote strategic alignment.</li> <li><input type="checkbox"/> Has in-depth understanding of the operations in order to coordinate processes.</li> </ul>

# F. Strategic Management Leadership



**Competency Description:** Adopting a leadership approach that empowers the municipality to set out a vision and goals, working to deliver successful results through environmental scanning, problem solving, change management, prioritization, along with an ability to act in a nimble and responsive fashion. This requires a progressive and dynamic leadership style with the capacity to: identify problems and articulate creative solutions; the ability to formulate a vision and onboard stakeholders; the skill to make values-based decisions; and, the ability to foster a team environment in which creativity, ingenuity, and innovation thrive.

## 8. DIFFERENTIATE AND REINFORCE THE ROLES OF GOVERNANCE AND MANAGEMENT

**Sub-Competency Description:** The ability to clarify, delineate, and reinforce the distinct responsibilities and functions of the council and the administration team while maintaining a cohesive and effective governance structure for the municipality.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Responds to public inquires/requests with the correct information or with a referral to the appropriate person within the organization.</li> <li><input type="checkbox"/> Ensures that direct communication with members of council is consistent with the “one-employee” approach to municipal government and aligned with the expectations of the CAO.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Delivers advice and services that are valued by management based on a keen sensitivity to the political needs of council.</li> <li><input type="checkbox"/> Effectively and respectfully redirects council member requests through the appropriate systems.</li> <li><input type="checkbox"/> Informs senior leadership of instances of council member interference or behaviour that are not consistent with by-laws and policy.</li> <li><input type="checkbox"/> Recognizes and communicates to senior leadership situations where administrative action/operations lack clear policy guidance, or where administrative decision-making superseded its authority.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes and implements policies and procedures that clearly define and distinguish the role and powers of council and powers of administration.</li> <li><input type="checkbox"/> Understands, promotes, and reinforces the “one-employee” approach to council oversight of administration.</li> <li><input type="checkbox"/> Ensures that administrative communications, advice to council, and decision requests reflect a focus on governance, leaving day-to-day operations to administration.</li> <li><input type="checkbox"/> Establishes systems of reporting to ensure council maintains an awareness of municipal activities that satisfies their oversight expectations.</li> <li><input type="checkbox"/> Establishes systems to appropriately and effectively allow council members to identify issues and opportunities consistent with the “one-employee” model of municipal governance.</li> </ul>

Continued on following page.

Continued from: F. Strategic Management Leadership 8. Differentiate and Reinforce the Roles of Governance and Management

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the role and responsibilities of the public sector, particularly the municipal context.</li> <li><input type="checkbox"/> Knows and understands the service functions of the municipal organisation and the governance role of council and its committees.</li> <li><input type="checkbox"/> Has a good understanding of the unwritten, informal structure, culture, and rules.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has a good understanding of the roles and powers of council and council members.</li> <li><input type="checkbox"/> Has effective communication skills to direct teams on expectations and tasks.</li> <li><input type="checkbox"/> Has active listening skills to understand needs and direction from council as communicated by senior leadership.</li> <li><input type="checkbox"/> Has detailed knowledge of the by-laws and policies that govern their area of responsibility.</li> <li><input type="checkbox"/> Has knowledge of the Municipal Act and other statutes and regulations that impact their areas of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has detailed understanding of the powers of council and council members.</li> <li><input type="checkbox"/> Has in-depth understanding of good governance to manage the organisation effectively.</li> <li><input type="checkbox"/> Has effective communication skills to direct staff and council to “stay/operate within their lane.”</li> </ul>



# G. Organisational Planning and Management



**Competency Description:** Developing a strong and resilient municipal organisation by attracting, retaining, structuring, and empowering skilled human resources, working to grow capacities and effectiveness through training, professional development and the provision of tools and systems. This requires: an understanding of the principles of organisational development and labour management; the capacity to design and articulate holistic systems; and, the skill to build high-capacity teams through planning, negotiation, and consensus building.

## 1.SYSTEM WIDE THINKING

**Sub-Competency Description:** The ability to consider the entire municipal system as a complex and interconnected network of various teams, people, processes, and functions; working together to understand and analyze the interdependencies, feedback loops, and causal relationships within the municipal organisation and to develop holistic strategies, policies, and solutions that help achieve municipal objectives.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completes tasks within the structures and processes understanding how one's own work group contributes to the whole.</li> <li><input type="checkbox"/> Recognizes and uses formal structure, rules, processes, methods, or operations to accomplish work.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies and plans activities that will result in overall improvement to services.</li> <li><input type="checkbox"/> Anticipates issues, challenges and outcomes and effectively operates to best position the organisation.</li> <li><input type="checkbox"/> Approaches municipal performance deficiencies as a failure in systems and seeks to address them using the concepts of system thinking.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Plans work and deploys resources to deliver organisation-wide results.</li> <li><input type="checkbox"/> Sets and communicates priorities within the broad organisation.</li> <li><input type="checkbox"/> Views the municipal organisation as a whole, strategically using feed-back loops, causal relationships, dynamic thinking, and boundary spanning to drive system changes that deliver on municipal priorities.</li> <li><input type="checkbox"/> Demonstrates a comfort with ambiguity and making decisions with imperfect knowledge.</li> </ul>

Continued on following page.

Continued from: G. Organisational Planning and Management 1.System Wide Thinking

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has a general understanding of structures and processes within own work group.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has active listening skills.</li> <li><input type="checkbox"/> Has a thorough understanding of structures and processes within the team.</li> <li><input type="checkbox"/> Understands and employs organisational behaviour theory to improve municipal performance.</li> <li><input type="checkbox"/> Has knowledge of systems theory and practices.</li> <li><input type="checkbox"/> Is able to analyze and frame municipal operations using systems theory and identify and propose systemic improvements.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Uses strategic planning skills to align system activities and goals to council's strategic plan.</li> <li><input type="checkbox"/> Uses analytical thinking skills to assess the network's components and performance.</li> <li><input type="checkbox"/> Is able to create work structures and processes for the organisation using a systems approach that delivers positive results.</li> </ul>

# G. Organisational Planning and Management



**Competency Description:** Developing a strong and resilient municipal organisation by attracting, retaining, structuring, and empowering skilled human resources, working to grow capacities and effectiveness through training, professional development and the provision of tools and systems. This requires: an understanding of the principles of organisational development and labour management; the capacity to design and articulate holistic systems; and, the skill to build high-capacity teams through planning, negotiation, and consensus building.

## 2. KNOWLEDGE OF ORGANISATIONAL STRUCTURES AND BEHAVIOURS

**Sub-Competency Description:** The comprehensive understanding of the hierarchical frameworks, operational mechanisms, and interpersonal dynamics that shape the functioning and culture of the municipal including an awareness of the roles, responsibilities, and relationships within different departments, as well as the formal and informal communication channels, decision-making processes, and leadership styles that influence the municipal organisation’s behavior.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Recognizes and uses formal structure, rules, processes, methods, or operations to accomplish work.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Anticipates issues, challenges and outcomes and effectively operates to best position the organisation.</li> <li><input type="checkbox"/> Supports the changing culture and methods of operating, if necessary for the success of the organisation.</li> <li><input type="checkbox"/> Addresses, the reasons for on-going organisational behaviour or the underlying problems, opportunities or political forces affecting the organisation.</li> <li><input type="checkbox"/> Strategically uses formal and informal communication methods to support health and appropriate flow of information.</li> <li><input type="checkbox"/> Seeks to structure division of labour and processes within their team/project to maximize performance over the short and long term.</li> <li><input type="checkbox"/> Actively develops the capacity of team members to enhance team and organisational resilience and performance.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates broad understanding of social and economic context within which the organisation operates.</li> <li><input type="checkbox"/> Anticipates the potential trends of the political environment and the impact these might have on the organisation.</li> <li><input type="checkbox"/> Operates successfully in a variety of social, political, and cultural environments.</li> <li><input type="checkbox"/> Sees the organisation’s structure as necessarily dynamic and restructures it to respond to the operating climate and in alignment with organisational priorities.</li> <li><input type="checkbox"/> Compares and contrasts the municipality’s structure with others looking for opportunities to improve outcomes and achieve strategic results.</li> <li><input type="checkbox"/> Delegates responsibilities and authority appropriately, empowering teams and individuals to make decisions within their designated roles.</li> </ul>

Continued on following page.

Continued from: G. Organisational Planning and Management 2. Knowledge of Organisational Structures and Behaviours

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the public sector context (services and role it plays)</li> <li><input type="checkbox"/> Has a good understanding of the unwritten, informal structure, culture, and rules of their municipal organisation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has a thorough understanding of expected and current state of the organisation's behavior.</li> <li><input type="checkbox"/> Understands and employs organisational behaviour theory to achieve strategic results.</li> <li><input type="checkbox"/> Has team management skills to guide behaviors of the team to be in line with expectations.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has an in-depth understanding of, and ability to create and change, the organisation's structure and expected behaviors.</li> </ul>

# G. Organisational Planning and Management



**Competency Description:** Developing a strong and resilient municipal organisation by attracting, retaining, structuring, and empowering skilled human resources, working to grow capacities and effectiveness through training, professional development and the provision of tools and systems. This requires: an understanding of the principles of organisational development and labour management; the capacity to design and articulate holistic systems; and, the skill to build high-capacity teams through planning, negotiation, and consensus building.

## 3. HUMAN RESOURCE MANAGEMENT

**Sub-Competency Description:** The ability to oversee and optimize the recruitment, development, retention, and utilization of the workforce within the municipal organisation through workforce planning, job design, performance management, training and development, and employee relations.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Advises, guides and coaches others by sharing experiences and discussing how to handle current or anticipated concerns.</li> <li><input type="checkbox"/> Believes others want, and can learn, to improve their performance and offers supportive and reaffirming feedback.</li> <li><input type="checkbox"/> Ensures that team members have the necessary information to operate effectively.</li> <li><input type="checkbox"/> Accepts personal responsibility for development of their career and their performance.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures that resources and time are available for development activities.</li> <li><input type="checkbox"/> Ensures that all employees have equitable access to development opportunities.</li> <li><input type="checkbox"/> Provides opportunities for development through tools, assignments, etc.</li> <li><input type="checkbox"/> Provides mentorship to others and oversight for the achievement of goals.</li> <li><input type="checkbox"/> Encourages and supports the career planning of team members.</li> <li><input type="checkbox"/> Uses the organisation’s processes and tools to give accurate feedback and evaluation to support the growth and development of team members.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes human resource policies and practices that are equitable, legal, and align with the organisation’s values and priorities.</li> <li><input type="checkbox"/> Intentionally seeks to define and nurture organisational culture through human resource practices.</li> <li><input type="checkbox"/> Provides long-term direction regarding learning needs for staff.</li> <li><input type="checkbox"/> Institutes organisation-wide mechanisms and processes to promote and support continuous learning and improvement.</li> <li><input type="checkbox"/> Allocates resources to support the professional development of staff.</li> </ul>

Continued on following page.

Continued from: G. Organisational Planning and Management 3. Human Resource Management

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good people skills to make new and existing employees feel welcomed and valued.</li> <li><input type="checkbox"/> Has good communication skills to assist in onboarding new employees.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good communication skills to explain processes and policies.</li> <li><input type="checkbox"/> Has good mentoring and coaching skills to develop and increase employees' knowledge and skills.</li> <li><input type="checkbox"/> Has detailed knowledge of organisation's human resource policies, procedures, and practices.</li> <li><input type="checkbox"/> Has detailed knowledge of the organisation's collective bargaining agreement.</li> <li><input type="checkbox"/> Has knowledge of labour and workplace health and safety legislation and regulations.</li> <li><input type="checkbox"/> Understands and employs the principles of progressive discipline and performance-based coaching.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills to develop and explain human resource policies and work with labour groups.</li> <li><input type="checkbox"/> Has detailed knowledge of labour relations and formal dispute resolution processes.</li> <li><input type="checkbox"/> Has excellent negotiation skills to secure sound employment contracts.</li> <li><input type="checkbox"/> Understands and employs strategic human resource planning theory and methods.</li> <li><input type="checkbox"/> Understands and employs leading human practice recruitment and candidate selection methodologies.</li> </ul>

# G. Organisational Planning and Management



**Competency Description:** Developing a strong and resilient municipal organisation by attracting, retaining, structuring, and empowering skilled human resources, working to grow capacities and effectiveness through training, professional development and the provision of tools and systems. This requires: an understanding of the principles of organisational development and labour management; the capacity to design and articulate holistic systems; and, the skill to build high-capacity teams through planning, negotiation, and consensus building.

## 4. NEGOTIATION

**Sub-Competency Description:** The ability to facilitate constructive dialogue and resolve disputes or conflicts that may arise within the municipal organisation, between the municipality and external stakeholders, or between two or more internal stakeholders.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks to understand through facts and information prior to drawing conclusions or taking action.</li> <li><input type="checkbox"/> Listens actively and objectively without interrupting.</li> <li><input type="checkbox"/> Conveys understanding and empathy from the other person's perspective.</li> <li><input type="checkbox"/> Responds to people's concerns in a respectful manner.</li> <li><input type="checkbox"/> Brings conflict to the attention of the appropriate individual(s) while respecting their points of view.</li> <li><input type="checkbox"/> Listens to differing points of view and promotes mutual understanding.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Anticipates and prepares for responses or reactions of others with sensitivity and directness.</li> <li><input type="checkbox"/> Customizes and adapts communication and discussion to appeal to the specific interest, need, and level of the audience.</li> <li><input type="checkbox"/> Anticipates and takes action to avoid or reduce potential conflict.</li> <li><input type="checkbox"/> Refocuses teams on the work and end-goals, and away from personality issues.</li> <li><input type="checkbox"/> Seeks to identify common ground and mutual objectives as foundations for productive dialog and levers for reaching agreement.</li> <li><input type="checkbox"/> Adopts a win-win approach which aims to create solutions that satisfy the interests of all parties, fostering cooperation and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicates strategically, considering such aspects as optimal message timing and form of communication.</li> <li><input type="checkbox"/> Skillfully handles complex, on-the-spot questions from others, such as senior public officials, special interest groups, citizens, and the media.</li> <li><input type="checkbox"/> Communicates complex issues clearly and credibly with widely varied audiences using two-way communication to gain others' input and understanding.</li> <li><input type="checkbox"/> Creates a conflict-resolution environment by anticipating and addressing areas where potential misunderstanding and disruptive conflict could emerge.</li> <li><input type="checkbox"/> Models constructive approaches to deal with opposing views when personally challenging the status quo and when encouraging others to do so as well.</li> </ul>

Continued on following page.

Continued from: G. Organisational Planning and Management 4. Negotiation

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has conflict resolution skills to help reduce the tension in times of conflict.</li> <li><input type="checkbox"/> Has good communication skills to remain objective and professional.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands and employs negotiation and mediation theories and methods to build agreement and resolve conflict.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has effective communication skills, remaining objective and professional in highly charged situations.</li> <li><input type="checkbox"/> Has good active listening skills to gain understanding of the other party in effort to work out the best outcome for both parties.</li> </ul>



# G. Organisational Planning and Management



**Competency Description:** Developing a strong and resilient municipal organisation by attracting, retaining, structuring, and empowering skilled human resources, working to grow capacities and effectiveness through training, professional development and the provision of tools and systems. This requires: an understanding of the principles of organisational development and labour management; the capacity to design and articulate holistic systems; and, the skill to build high-capacity teams through planning, negotiation, and consensus building.

## 5. PROBLEM SOLVING AND DECISION MAKING

**Sub-Competency Description:** The ability to identify, analyze, and address challenges or issues that may arise, making informed choices or taking actions to resolve these challenges effectively through steps of conflict resolution that includes: the systematic examination of various options; the consideration of potential consequences; and, the selection of the most suitable course of action based on a comprehensive evaluation of available information and resources.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Breaks down problem into simple lists of tasks or activities.</li> <li><input type="checkbox"/> Uses established frameworks, policies, and tools to support decision making and problem solving.</li> <li><input type="checkbox"/> Demonstrates creativity and win-win outcomes when solving new problems.</li> <li><input type="checkbox"/> Seeks guidance as needed when the situation is unclear.</li> <li><input type="checkbox"/> Gathers ideas and inputs from appropriate and trusted sources of information.</li> <li><input type="checkbox"/> Looks for connections, patterns, and trends in the available information.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Analyzes information objectively, considering various perspectives, and making reasoned judgments.</li> <li><input type="checkbox"/> Breaks down complex problems into manageable components, identifying patterns, and understanding cause-and-effect relationships.</li> <li><input type="checkbox"/> Develops and recommends policy framework based on analyses of emerging trends.</li> <li><input type="checkbox"/> Makes decisions by weighing several factors, some of which are partially defined and entail missing pieces of critical information.</li> <li><input type="checkbox"/> Involves the right people in the decision-making process as needed.</li> <li><input type="checkbox"/> Uses the organisation's values and priorities as criteria when solution finding and decision making.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies multiple relationships and disconnects in processes in order to identify options and reach conclusions.</li> <li><input type="checkbox"/> Thinks beyond the organisation and into the future, balancing multiple perspectives when setting direction or reaching conclusions (e.g., social, economic, partner, stakeholder interests, short- and long-term benefits, national and global implications).</li> <li><input type="checkbox"/> Makes high-risk strategic decisions that have significant consequences.</li> <li><input type="checkbox"/> Uses principles, values, and sound business sense to make decisions.</li> <li><input type="checkbox"/> Guides teams to make decisions that reflect an awareness of consequences for the organisation.</li> <li><input type="checkbox"/> Provides valued advice for council to make decisions that best reflect the needs of the organisation and community.</li> </ul>

Continued on following page.

Continued from: G. Organisational Planning and Management 5. Problem Solving and Decision Making

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
		<ul style="list-style-type: none"> <li><input type="checkbox"/> Integrates information from diverse sources, identifying connections and linkages even when they are not obvious.</li> <li><input type="checkbox"/> Thinks ahead, identifies next steps, and anticipates situations and outcomes.</li> </ul>	
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands and employs basic tools such as pros-and-cons lists, route-cause analysis, and data visualization to support problem-solving and decision making.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has analytical thinking skills to identify problems and develop solutions.</li> <li><input type="checkbox"/> Understands and employs decision making methodologies such as S.W.O.T. (strengths, weaknesses, opportunities, threats) analysis, cost-benefit analysis and decision trees to support problem-solving and decision making.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Critical thinking skills to understand the impact of the problem and benefit of the solution.</li> <li><input type="checkbox"/> Understands and employs data analytics tools such as multi-variant regression analysis to support problem identification and decision making.</li> <li><input type="checkbox"/> Understands and employs values-based decision-making theory and methods.</li> </ul>

# G. Organisational Planning and Management



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## 6. MANAGING CONSULTANTS AND PRIVATE SECTOR PARTNERSHIPS

**Sub-Competency Description:** The ability to engage, hire, oversee and coordinate relationships and collaborations with external consultants and private companies to leverage their expertise, resources, and capabilities for the benefit of the municipality.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Participates in networking and relationship building with professionals external to the organisation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Builds networks with parties that can enable the achievement of the organisation's strategy.</li> <li><input type="checkbox"/> Uses the organisation's procurement policies to source, procure and on-board consultants and contractors.</li> <li><input type="checkbox"/> Researches and reviews the processes and outcomes of similar work done by consultants and contractors.</li> <li><input type="checkbox"/> Sets clear expectations and outlines the scope of work, including specific deliverables and timelines.</li> <li><input type="checkbox"/> Establishes milestones and checkpoints to track progress throughout the engagement.</li> <li><input type="checkbox"/> Ensures that stakeholders and decision makers are engaged in the development of project scoping and outcome identification.</li> <li><input type="checkbox"/> Assesses the comparative benefit of employing external resources versus building internal capacity.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Facilitates the involvement of external parties to contribute to the achievement of organisational goals.</li> <li><input type="checkbox"/> Establishes policy, procedures, and tools for the procurement and management of consultants and contractors that align with leading practices and are compliant with public sector procurement legislation, regulations, and municipal by-laws.</li> <li><input type="checkbox"/> Identifies and accommodates external political activities that could affect the work and success of the organisation.</li> <li><input type="checkbox"/> Allocates sufficient internal resources to conduct proper oversight of engagement with contractors and consultants.</li> <li><input type="checkbox"/> Encourages the organisation and stakeholders to view consultants as partners rather than outsiders.</li> <li><input type="checkbox"/> Fosters collaborative relationships where both parties work together to achieve common goals.</li> </ul>

Continued on following page.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good communication skills to explain requests for information.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good communication skills to develop relationships.</li> <li><input type="checkbox"/> Understands and employs leading practices in public sector procurement methodologies and tactics.</li> <li><input type="checkbox"/> Has knowledge of the costs and benefits of various procurement methods.</li> <li><input type="checkbox"/> Understands and employs project management methods and tools for managing the delivery of contracted services and projects.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication and collaboration skills for the benefit of the municipality.</li> <li><input type="checkbox"/> Has proficient knowledge of legislation, regulations, and processes related to municipal procurement.</li> </ul>

# Process



In the process aspect of municipal administration, key competencies are defined in the areas of communication, policy formulation, and financial management. Effective communication ensures that information flows smoothly within the organisation and between stakeholders, facilitating collaboration and decision-making. Policy formulation involves the development of clear and well-defined policies that guide the actions and decisions of municipal authorities, ensuring consistency and coherence in governance. Financial management, on the other hand, is crucial for the efficient allocation and utilization of resources, ensuring that budgets are well-managed and financial decisions are made in line with strategic priorities. Together, these competencies address the processes through which municipal administration operates, ensuring transparency, accountability, and effective management of resources to achieve the municipality's goals and objectives.

# H. Financial Management



**Competency Description:** Developing a strong and resilient municipal organisation by attracting, retaining, structuring, and empowering skilled human resources, working to grow capacities and effectiveness through training, professional development and the provision of tools and systems. This requires: an understanding of the principles of organisational development and labour management; the capacity to design and articulate holistic systems; and, the skill to build high-capacity teams through planning, negotiation, and consensus building.

## 1. BUDGETING & TAXATION

**Sub-Competency Description:** The ability to plan and develop a comprehensive financial plan that outlines the municipality’s anticipated revenues and projected expenses over a specific period, typically a fiscal year, in alignment with the municipality’s priorities, goals, and anticipated service needs.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Answers tax bill inquiries.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Manages budgets at a program or project level.</li> <li><input type="checkbox"/> Plays an active role in establishing department-level budget and forecasts.</li> <li><input type="checkbox"/> Explains the basis for, and various elements of, taxation to the general public.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Participates in the development of the municipal budget.</li> <li><input type="checkbox"/> Aligns the allocation of financial resources with the strategic priorities of the organisation.</li> <li><input type="checkbox"/> Recommends/determines a strategic multi-year business plan that projects the capital and operational needs of the municipality which serves as the foundation for the annual budget.</li> <li><input type="checkbox"/> Establishes a business planning process that engages municipal leaders and stakeholders to shape and inform the strategic multi-year business plan.</li> <li><input type="checkbox"/> Ensures the municipal asset management plan is integrated into the business planning and budgeting processes.</li> <li><input type="checkbox"/> Positions the organisation to deal with emerging and long-term trends, issues, and opportunities.</li> </ul>

Continued on following page.

Continued from: H. Financial Management 1. Budgeting & Taxation

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>			<ul style="list-style-type: none"> <li><input type="checkbox"/> Acquires and maintains capital, resources and system components required to achieve integrated plans.</li> <li><input type="checkbox"/> Checks compliance to legislated debt and reserve balance requirements.</li> </ul>
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the municipal taxation process at an introductory level to enter data for collection and assessment changes.</li> <li><input type="checkbox"/> Can calculate taxes for specific properties and check system calculations.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of budgeting principles and practices, financial projection techniques, and financial control systems.</li> <li><input type="checkbox"/> Has a general understanding of municipal taxation authorities.</li> <li><input type="checkbox"/> Is able to complete and submit the financial plan.</li> <li><input type="checkbox"/> Is able to calculate tax rates.</li> <li><input type="checkbox"/> Has a general understanding of municipal authorities to collect on debt.</li> <li><input type="checkbox"/> Has knowledge on how to prepare tax sale agreements.</li> <li><input type="checkbox"/> Has knowledge in preparing tax sales.</li> <li><input type="checkbox"/> Is able to calculate and forecast reserve totals.</li> <li><input type="checkbox"/> Can calculate mill rates and impacts on properties.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has expert knowledge of preparing, administering, and monitoring a budget.</li> <li><input type="checkbox"/> Has a detailed understanding of municipal taxation authorities.</li> <li><input type="checkbox"/> Is knowledgeable of all forms of municipal revenue generation and the applicable legislation and regulation.</li> <li><input type="checkbox"/> Has a detailed understanding of municipal authorities to collect on debt.</li> <li><input type="checkbox"/> Is able to facilitate tax sales.</li> <li><input type="checkbox"/> Has in-depth knowledge and understanding of business planning, accountability practices, and systems management.</li> <li><input type="checkbox"/> Understands and employs asset management methods to assess operational and capital costs of municipal infrastructure.</li> <li><input type="checkbox"/> Is able to simplify complex financial information and communicate the budget and key financial factors to council and the public.</li> </ul>

# H. Financial Management



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## 2. FINANCIAL ANALYSIS AND REPORTING

**Sub-Competency Description:** The ability to examine and evaluate financial data, transactions, and performance indicators to assess the financial health, efficiency, and effectiveness of the municipality's activities. This requires the ability to identify trends, patterns, and areas for improvement or corrective action for the transparent and timely reporting to relevant stakeholders such as council, citizens, and regulators.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Completes financial and finance related reports in a timely and accurate manner.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Manages expenditures and revenues, ensuring established procedures, checks and balances are employed.</li> <li><input type="checkbox"/> Prepares accurate and timely financial reports.</li> <li><input type="checkbox"/> Presents relevant information in a timely, logical, clear, and consistent manner.</li> <li><input type="checkbox"/> Projects financial results in areas of responsibility, identifying and reporting material variances to senior leadership.</li> <li><input type="checkbox"/> Assesses the cost-effectiveness of programs and services and recommends improvements and alternative strategies for delivery.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes and oversees financial analysis and a transparent reporting regime that is consistent with public sector accounting standards and supports good long-term and strategic planning.</li> <li><input type="checkbox"/> Creates council and public financial reporting systems that simplify complex financial data and promote understanding and insight, demonstrating the current and projected financial health of the municipality.</li> <li><input type="checkbox"/> Delegates, consults, and provides ongoing feedback to senior managers to ensure successful implementation of the financial reporting system.</li> <li><input type="checkbox"/> Ensures financial reports are developed and implemented so audiences are informed in a timely, consistent, and accurate manner.</li> </ul>

Continued on following page.



Continued from: H. Financial Management 2. Financial Analysis and Reporting

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>			<input type="checkbox"/> Ensures asset management plans are integrated into financial reporting to promote long-term infrastructure sustainability.
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<input type="checkbox"/> Understands accounting principles and bookkeeping duties. <input type="checkbox"/> Has organisational skills to meet financial reporting deadlines.	<input type="checkbox"/> Has a good understanding of accounting principles and the accounting cycle. <input type="checkbox"/> Has analytical thinking skills to assess the financial information. <input type="checkbox"/> Is able to conduct a cost-benefit analysis. <input type="checkbox"/> Is able to conduct financial projections. <input type="checkbox"/> Understands and employs financial metrics and indicators to assess financial health and identify trends.	<input type="checkbox"/> Has a detailed understanding of accounting principles. <input type="checkbox"/> Is able to read, understand, and explain financial reports. <input type="checkbox"/> Is able to prepare, analyze, and explain financial sustainability indicators and financial trends. <input type="checkbox"/> Has excellent communication skills to explain the financial position at a high level to council and the public. <input type="checkbox"/> Has analytical thinking skills to understand the financial reports.

# H. Financial Management



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## 3. INTERNAL CONTROL

**Sub-Competency Description:** The ability to establish and follow processes, policies, and procedures that act as a system of checks and balances to help prevent and detect errors, fraud, and misuse of resources, safeguarding municipal assets, ensuring the accuracy of financial records, and promoting compliance with laws and regulations.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the basic accountabilities of the organisation.</li> <li><input type="checkbox"/> Recognizes and uses formal structure, rules, processes, methods, and operations to accomplish work.</li> <li><input type="checkbox"/> Reports to team or senior leaders any inaccuracies in financial data when detected.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures team adherence to policies, procedures, and processes related to the management of municipal funds, inventory, and payroll.</li> <li><input type="checkbox"/> Monitors the transactions and activities of their team to identify process deficiencies and/or break down of financial controls.</li> <li><input type="checkbox"/> Reports any and all financial concerns to senior leadership.</li> <li><input type="checkbox"/> Models and upholds team standards related to financial management.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures that the municipality adopts and maintains leading-practice standards and safeguards to protect the organisation's financial resources and information system integrity.</li> <li><input type="checkbox"/> Ensures financial reporting systems support high-quality oversight and loss prevention measures.</li> <li><input type="checkbox"/> Creates systems for council to conduct appropriate financial oversight at the governance level.</li> <li><input type="checkbox"/> Oversees the development of guidelines, principles, and approaches to assist in decision making when risk is a factor.</li> <li><input type="checkbox"/> Provides guidance on the organisational tolerance for risk.</li> <li><input type="checkbox"/> Develops broad strategies that reflect an in-depth understanding and assessment of operational, organisational, and political realities and risks.</li> </ul>

Continued on following page.

Continued from: H. Financial Management 3. Internal Control

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has the organisational skills to ensure timelines are met and work is done thoroughly according to standards and controls.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has problem solving skills to identify areas where controls are needed for safe management of assets.</li> <li><input type="checkbox"/> Is knowledgeable of loss prevention measures.</li> <li><input type="checkbox"/> Is knowledgeable of financial management principles that guide internal controls.</li> <li><input type="checkbox"/> Is knowledgeable of the organisation's internal control regime.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has detailed knowledge of common financial system risks and loss prevention measures.</li> <li><input type="checkbox"/> Understands and employs leading-practice internal control practices.</li> <li><input type="checkbox"/> Has critical thinking skills to determine the level of risk and reasonably mitigate with controls.</li> <li><input type="checkbox"/> Has problem solving skills to identify areas where controls are needed for safe management of assets.</li> </ul>

# H. Financial Management



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## 4. PROCUREMENT

**Sub-Competency Description:** The ability to acquire goods, services, or works from external suppliers or vendors to meet the operational needs and requirements of the municipality by adhering to transparent and fair procurement practices, promoting competition, and ensuring that the municipality obtains the best value for money while complying with relevant laws, regulations, and ethical standards.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Adheres to the organisation’s policies, procedures, and processes when making procurements of any size.</li> <li><input type="checkbox"/> Seeks guidance as needed when situations are unclear.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures team members understand and follow municipal procurement processes.</li> <li><input type="checkbox"/> Selects the most appropriate procurement process, balancing the process cost with procurement risk to ensure maximum value for the municipality.</li> <li><input type="checkbox"/> Uses established procurement processes to source, procure, implement, and ensure goods and services provide maximum value for the municipality.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes leading practice procurement policies, procedures, and practices for the organisation.</li> <li><input type="checkbox"/> Ensures procurement processes are transparent, fair, consistent with leading-practices, and lawful.</li> <li><input type="checkbox"/> Integrates organisational values and priorities, such as, but not limited to, environmental stewardship, local economic development, social justice, and the promotion of human rights into procurement processes as permitted in law.</li> <li><input type="checkbox"/> Promotes and models high ethical standards in all dealings with vendors and contractors.</li> <li><input type="checkbox"/> Encourages and aids council and council members in maintaining high ethical standards in their dealings with vendors and contractors.</li> </ul>

Continued on following page.

Continued from: H. Financial Management 4. Procurement

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has awareness of the relevant provincial and federal legislation related to public sector procurement.</li> <li><input type="checkbox"/> Understands and employs the organisation's policy, procedures, and processes related to procurement.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is knowledgeable about the relevant provincial and federal legislation related to public sector procurement.</li> <li><input type="checkbox"/> Is able to conduct value-for-dollar, and cost-benefit analyses of municipal procurement activities.</li> <li><input type="checkbox"/> Is able to understand and negotiate procurement agreements and contracts.</li> <li><input type="checkbox"/> Has detailed knowledge of the organisation's procurement guidelines, policies, procedures, practices, and tools.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has a detailed understanding of the relevant provincial and federal legislation related to public sector procurement.</li> <li><input type="checkbox"/> Uses project management methodology and tools to sponsor and oversee project delivery, ensuring timely and cost-effective completion.</li> <li><input type="checkbox"/> Has detailed knowledge of negotiating and entering into procurement agreements and contracts.</li> </ul>

# H. Financial Management



**Competency Description:** Developing a strong and resilient municipal organisation by attracting, retaining, structuring, and empowering skilled human resources, working to grow capacities and effectiveness through training, professional development and the provision of tools and systems. This requires: an understanding of the principles of organisational development and labour management; the capacity to design and articulate holistic systems; and, the skill to build high-capacity teams through planning, negotiation, and consensus building.

## 5. RISK MANAGEMENT

**Sub-Competency Description:** The ability to identify and assess potential risks – including financial, operational, legal, and compliance-related – that could have adverse impacts on the municipality’s financial health, operations, and overall objectives. This requires an ability to develop strategies and measure impacts in order to mitigate, minimize, or eliminate potential negative effects.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintains an awareness of the identified risks within their scope of work and uses existing tools to manage it.</li> <li><input type="checkbox"/> Anticipates, identifies, and effectively deals with problems or risks.</li> <li><input type="checkbox"/> Plans for contingencies as appropriate.</li> <li><input type="checkbox"/> Follows policies, procedures, and practices as prescribed for one’s position.</li> <li><input type="checkbox"/> Identifies new threats and risks in a timely fashion to team and senior leaders.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies operational risks in their areas of responsibility and seeks to mitigate negative outcomes.</li> <li><input type="checkbox"/> Encourages and supports responsible risk management within their team, recognizing that some levels of risk may be acceptable.</li> <li><input type="checkbox"/> Collaborates with peers and senior leadership to identify and mitigate risks created by jurisdictional gaps and overlaps.</li> <li><input type="checkbox"/> Establishes systems to monitor, report, and mitigate compliance-related risks.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fosters an environment that supports responsible innovation.</li> <li><input type="checkbox"/> Oversees the development of guidelines, principles, policies, procedures, tools, and approaches to assist decision-making when risk is a factor.</li> <li><input type="checkbox"/> Provides guidance on the organisational tolerance for risk.</li> <li><input type="checkbox"/> Develops broad strategies that reflect in-depth understanding and assessment of operational, organisational, and political risks over the short and long-term.</li> <li><input type="checkbox"/> Supports council in the effective and fact-based assessment of risk, responsible management of risk, and risk-based decision making.</li> <li><input type="checkbox"/> Communicates risk to council and the public in a responsible manner that promotes agency and encourages action.</li> </ul>

Continued on following page.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>			<input type="checkbox"/> Engages expert professionals such as accountants, lawyers, and engineers, to support risk assessment and mitigation as needed.
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<input type="checkbox"/> Has analytical skills needed to identify risks.	<input type="checkbox"/> Has a general understanding of municipal liability. <input type="checkbox"/> Understands and employs risk management methodologies and tactics. <input type="checkbox"/> Is able to identify risks and develop avoidance, mitigation, or insurance response strategies. <input type="checkbox"/> Has analytical skills needed to develop controls. <input type="checkbox"/> Has problem solving skills to address present risks. <input type="checkbox"/> Has good financial management skills to implement and oversee financial performance. <input type="checkbox"/> Understands and uses tools like risk matrices to consider and manage risk.	<input type="checkbox"/> Has a comprehensive understanding of municipal liability. <input type="checkbox"/> Understands the asset management relationship between infrastructure condition and operational risk. <input type="checkbox"/> Has excellent financial management skills to verify controls performance. <input type="checkbox"/> Has excellent organisational skills to track current measures and create and implement new ones.

# I. Policy Formulation



**Competency Description:** Understanding the policy cycle, skillfully use it to support the identification of community and organisational objectives, forming ideas and implementation solutions while also considering available resources, skills, and tools. This requires an understanding of group dynamics and politics. It necessitates adeptness in communication, facilitation, and consensus building.

## 1. POLICY DEVELOPMENT

**Sub-Competency Description:** The ability to research, structure, draft, and articulate policies that address specific issues, challenges, or opportunities within a community to achieve desired outcomes, solve problems, or enhance the well-being of individuals and the community at large.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Uses municipal policy and procedure documents to guide their work.</li> <li><input type="checkbox"/> Researches the policies, procedures, and by-laws of other municipalities to suggest improvements.</li> <li><input type="checkbox"/> Maintains an awareness of community issues and concerns.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Contributes to the creation, revision or improvement of municipal policy and processes.</li> <li><input type="checkbox"/> Sets aside personal biases in developing policy.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes comprehensive policy frameworks that document and explain the relationships between by-laws, policies, procedures, and tools in delivering on municipal objectives.</li> <li><input type="checkbox"/> Provides comprehensive policy advice, recommendations and perspectives on current organisational activities and issues.</li> <li><input type="checkbox"/> Aligns program policy with the strategic direction of the municipality.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the difference and use of by-laws, policies, and procedure documentation.</li> <li><input type="checkbox"/> Is able to search government websites for relevant legislation and regulations.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the necessary elements to include in policies and processes.</li> <li><input type="checkbox"/> Has knowledge of the entire policy development cycle from agenda setting to implementation.</li> <li><input type="checkbox"/> Has the ability to draft comprehensive policy documents.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has familiarity with best practices and frameworks for effective policy formulation.</li> <li><input type="checkbox"/> Has a detailed understanding of policy requirements and organisational requirements.</li> </ul>



# I. Policy Formulation



**Competency Description:** Understanding the policy cycle, skillfully use it to support the identification of community and organisational objectives, forming ideas and implementation solutions while also considering available resources, skills, and tools. This requires an understanding of group dynamics and politics. It necessitates adeptness in communication, facilitation, and consensus building.

## 2. ISSUE IDENTIFICATION

**Sub-Competency Description:** The ability to systematically recognize and define specific challenges or concerns within the municipality that require governmental attention and intervention.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Actively monitors and stays informed about local, regional, provincial, and national issues.</li> <li><input type="checkbox"/> Demonstrates curiosity and a proactive approach to understanding community needs.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fosters a culture of openness to feedback and diverse perspectives.</li> <li><input type="checkbox"/> Engages in continuous scanning of the external environment for emerging challenges and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Encourages a collaborative and information-sharing environment within the municipal team.</li> <li><input type="checkbox"/> Asks questions to get to the root issues and generate deep understanding and new ways of thinking about an issue.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has critical thinking skills to evaluate the relevance and urgency of different policy considerations.</li> <li><input type="checkbox"/> Has a good understanding of the municipality's strategic goals and community priorities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Uses analytical skills to assess the significance and potential impact of various issues.</li> <li><input type="checkbox"/> Has collaboration skills to engage with stakeholders and gather diverse viewpoints.</li> <li><input type="checkbox"/> Uses problem-solving skills to identify practical solutions to address identified issues.</li> <li><input type="checkbox"/> Has knowledge of relevant laws, regulations, and policies affecting municipal operations.</li> <li><input type="checkbox"/> Is familiar with data analysis and research methods to support issue identification.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good communication skills to articulate complex issues in a clear and accessible manner.</li> <li><input type="checkbox"/> Is aware of social, economic, technological, and environmental trends influencing the community, region, and province.</li> <li><input type="checkbox"/> Is aware of policy objectives of other levels of government and the potential impact on municipal operations.</li> <li><input type="checkbox"/> Has knowledge of effective communication strategies to engage the public in the policy-making process.</li> </ul>

# I. Policy Formulation



**Competency Description:** Understanding the policy cycle, skillfully use it to support the identification of community and organisational objectives, forming ideas and implementation solutions while also considering available resources, skills, and tools. This requires an understanding of group dynamics and politics. It necessitates adeptness in communication, facilitation, and consensus building.

## 3. GOVERNANCE AND POLICY AGENDA SETTING

**Sub-Competency Description:** The ability to guide and support council in the identification and selection of key issues and priorities, setting the direction for policy development and allocating resources in alignment with the municipalities goals and objectives.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures that their work is guided by, and in alignment with, municipal priorities.</li> <li><input type="checkbox"/> Reports issues and identifies community needs in their daily work with municipal leadership.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Encourages a participatory approach to the identification of issues, involving diverse perspectives.</li> <li><input type="checkbox"/> Inspires and motivates the team to work toward common policy goals.</li> <li><input type="checkbox"/> Analyzes data and trends to inform identification and selection of priorities.</li> <li><input type="checkbox"/> Communicates to the team about the policy agenda, priorities, and decision-making processes of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provides direction and vision for setting policy agendas in alignment with community needs.</li> <li><input type="checkbox"/> Fosters collaboration among various departments, stakeholders, and the community in the identification and selection of municipal priorities.</li> <li><input type="checkbox"/> Ensures resources are allocated according to municipal priorities.</li> <li><input type="checkbox"/> Clearly articulates the rationale and goals of the policy agenda to various stakeholders.</li> <li><input type="checkbox"/> Navigates competing interests and negotiates consensus on policy priorities.</li> <li><input type="checkbox"/> Facilitates regular discussions with council about the organisation's policy priorities and reprioritisation as deemed necessary.</li> </ul>

Continued on following page.

Continued from: I. Policy Formulation 3. Governance and Policy Agenda Setting

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has knowledge of the organisation's policy development and budget processes.</li> <li><input type="checkbox"/> Is aware of the organisation's policy priorities, goals, and strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has detailed knowledge of the organisation's strategic objectives, policy priorities and goals.</li> <li><input type="checkbox"/> Has a good understanding of the community's demographics, needs, and aspirations.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is knowledgeable of the social, economic, and cultural factors that influence policy priorities.</li> <li><input type="checkbox"/> Is familiar with organisation and community stakeholders and understands their priorities, needs, and expectations.</li> </ul>

# J. Communication



**Competency Description:** Ensuring the effective and timely exchange of ideas and information within the municipality and externally that promoting understanding between all municipal stakeholders. This requires: the ability to actively listen and deliver clear and persuasive written and spoken messages; knowledge of marketing principles and standard communication mediums and tools; and, the ability to build rapport and trust through interpersonal communication.

## 1. ADVOCACY

**Sub-Competency Description:** The ability to strategically promote and support specific policies, programs, or initiatives that aim to address the needs, interests, and concerns of the municipality by engaging various stakeholders including residents, community groups, businesses, and government agencies. This includes: developing persuasive messages, the cultivation of strong relationships with key influencers, and the mobilization of community support to raise awareness, build consensus, and influence decision-making processes.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Presents relevant information in a timely, logical, clear, and consistent manner.</li> <li><input type="checkbox"/> Maintains an awareness of current public affairs, with particular attention to policy matters that have municipal impact.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Anticipates and prepares for responses or reactions of others with sensitivity and directness.</li> <li><input type="checkbox"/> Participates in discussions with peers and others to reach best possible outcomes in ambiguous and/or difficult situations.</li> <li><input type="checkbox"/> Inspires and influences with emotional awareness.</li> <li><input type="checkbox"/> Prepares and shapes communication for the intended audience for maximum impact.</li> <li><input type="checkbox"/> Builds and maintains trusting relationships with key stakeholders.</li> <li><input type="checkbox"/> Maintains an awareness of the power dynamic between key stakeholders and influences in areas of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicates strategically, considering such aspects as optimal message timing, and form of communication.</li> <li><input type="checkbox"/> Identifies and accommodates external political activities that could affect the work and success of the organisation.</li> <li><input type="checkbox"/> Maintains a close connection with council as a body and with individual council members, building trust, and a deeper understanding of their priorities and values.</li> <li><input type="checkbox"/> Maintains an awareness of the power dynamic between key stakeholders and influences in the community.</li> <li><input type="checkbox"/> Maintains an awareness of the public policy objectives and key players in other levels of governments and crown agencies to support council's advocacy efforts.</li> </ul>

Continued on following page.

Continued from: J. Communication 1. Advocacy

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>			<input type="checkbox"/> Consistently and effectively promotes the interests of the municipality. <input type="checkbox"/> Advises and supports council's strategic advocacy efforts.
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<input type="checkbox"/> Has good social media skills for communication and promotion. <input type="checkbox"/> Has good communication skills.	<input type="checkbox"/> Has knowledge of the municipality's programs, purpose, and desired goals. <input type="checkbox"/> Has an ability to answer questions and build trust. <input type="checkbox"/> Understands and employs emotional intelligence theory in communication efforts. <input type="checkbox"/> Is able to use technical communication skills to prepare, write, and present persuasive reports, letters, and presentations.	<input type="checkbox"/> Has excellent communication skills to promote and address concerns effectively. <input type="checkbox"/> Has superior public speaking and presentation skills. <input type="checkbox"/> Is able to network and build relationships with influencers, stakeholders, and decision makers.

# J. Communication



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## 2. STYLE AND LANGUAGE

**Sub-Competency Description:** The ability to strategically use tone, manner, choice of language, and appropriate communication mediums to effectively convey messages and information to the public, stakeholders, and other government entities in order to effectively engage, inform, build trust, and promote more inclusive and productive relationships.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Listens actively and objectively without interrupting.</li> <li><input type="checkbox"/> Conveys understanding and empathy from the other person's perspective.</li> <li><input type="checkbox"/> Maintains an open attitude that promotes discussion and the exchange of information between peers and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Customizes and adapts communication and discussion to appeal to the specific interest, need, and level of the audience.</li> <li><input type="checkbox"/> Obtains various templates through research for communication platforms.</li> <li><input type="checkbox"/> Prepares and shapes communication for the intended audience for maximum impact.</li> <li><input type="checkbox"/> Adapts presentations to the needs of different audiences.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicates complex issues clearly and credibly with widely varied audiences using two-way communication to gain others' input and understanding.</li> <li><input type="checkbox"/> Frames issues so that different audiences can understand them.</li> </ul>
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the importance of communication skills to achieve best understanding.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the importance of solid communication skills to achieve best understanding.</li> <li><input type="checkbox"/> Knows the difference between direct and indirect communication.</li> <li><input type="checkbox"/> Understands and employs emotional intelligence theory in communication efforts.</li> <li><input type="checkbox"/> Is able to use technical communication skills to prepare, write, and present persuasive reports, letters, and presentations.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has persuasive communication skills to engage and motivate others.</li> <li><input type="checkbox"/> Has knowledge of communication styles and uses the most appropriate style and method for each audience.</li> <li><input type="checkbox"/> Has social awareness skills to adapt communication styles.</li> </ul>

# J. Communication



**Competency Description:** Ensuring the effective and timely exchange of ideas and information within the municipality and externally that promoting understanding between all municipal stakeholders. This requires: the ability to actively listen and deliver clear and persuasive written and spoken messages; knowledge of marketing principles and standard communication mediums and tools; and, the ability to build rapport and trust through interpersonal communication.

## 3. REPORT WRITING

**Sub-Competency Description:** The ability to create formal documents that present information, findings, analyses, or recommendations that facilitate informed decision-making, with transparency, and accountability. This requires the use of: well supported data and evidence; clear, concise, and objective language; appropriate formatting; and, well-organized, coherent, and logical content structure.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicates so that messages are clearly understood and consistent.</li> <li><input type="checkbox"/> Formats reports in a professional style.</li> <li><input type="checkbox"/> Uses correct municipal templates when preparing reports and presentations.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Customizes and adapts communication and discussion to appeal to the specific interest, need, and level of the audience.</li> <li><input type="checkbox"/> Produces clear and complete reports.</li> <li><input type="checkbox"/> Uses cogent and coherent analyses, presenting technical or obscure ideas in plain language.</li> <li><input type="checkbox"/> Ensures reports are fact-based, well researched, concise, and provide clear support for the recommendations and conclusions presented.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes templates and systems for report preparation that consistently deliver clear, concise, coherent, cogent, and evidence-based reports.</li> <li><input type="checkbox"/> Seeks feedback from council on report content and structure and actively shapes reporting templates and systems to ensure they meet the needs of council and supports good decision making.</li> <li><input type="checkbox"/> Ensures communication plans are developed and implemented so audiences are informed in a timely, consistent, and accurate manner.</li> <li><input type="checkbox"/> Produces clear and complete reports for decision making and adherence.</li> <li><input type="checkbox"/> Standardizes common reports for consistency, completeness, and clarity.</li> </ul>

Continued on following page.

Continued from: J. Communication 3. Report Writing

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has a basic knowledge of standard communication mediums and tools.</li> <li><input type="checkbox"/> Is familiar with data visualization tools and the preparation of clear and effective charts, graphs, and infographics.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has a general knowledge of standard communication mediums and tools.</li> <li><input type="checkbox"/> Is able to examine data, identify trends, and draw meaningful insights.</li> <li><input type="checkbox"/> Understands and employs technical writing methods to organise and present information efficiently and effectively.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has in-depth knowledge of standard communication mediums and tools.</li> <li><input type="checkbox"/> Understands and employs the use of logic and cogent argument formation in report analyses.</li> </ul>



# J. Communication



**Competency Description:** Ensuring the effective and timely exchange of ideas and information within the municipality and externally that promoting understanding between all municipal stakeholders. This requires: the ability to actively listen and deliver clear and persuasive written and spoken messages; knowledge of marketing principles and standard communication mediums and tools; and, the ability to build rapport and trust through interpersonal communication.

## 4. PRESENTATION SKILLS

**Sub-Competency Description:** The ability to effectively deliver information, ideas, and messages to an audience, either in person or through digital platforms, in a clear, engaging, and persuasive manner through the use of effective verbal and nonverbal communication techniques, such as confident speaking, appropriate body language, visual aids, and interactive engagement, to convey complex or technical information in a way that is easily understandable and memorable for the audience.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Presents relevant information in a clear and consistent manner.</li> <li><input type="checkbox"/> Maintains eye contact when speaking to others.</li> <li><input type="checkbox"/> Listens actively, paying close attention to presenter, making note of key ideas, and asking thoughtful and probing questions when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Customizes and adapts communication and discussion to appeal to the audience.</li> <li><input type="checkbox"/> Speaks clearly and with confidence.</li> <li><input type="checkbox"/> Uses visual aids to enhance presentations without depending on them for content delivery.</li> <li><input type="checkbox"/> Strategically uses handouts and other devices to engage participants and extend the impact of the presentation.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicates complex issues clearly and credibly with widely varied audiences.</li> <li><input type="checkbox"/> Has a clear set of objectives for making a presentation and shapes all elements of delivery to achieve the objectives.</li> <li><input type="checkbox"/> Is clear and convincing when making presentations to external audiences.</li> <li><input type="checkbox"/> Adapts presentations to the audience when speaking or presenting.</li> <li><input type="checkbox"/> Makes effective use of new technologies and platforms for communication.</li> </ul>

Continued on following page.

Continued from: J. Communication 4. Presentation Skills

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has good organisation skills to structure a presentation in a logical and smooth manner.</li> <li><input type="checkbox"/> Is familiar with presentation and virtual presence applications and hardware.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the target audience level of understanding, learning style and behaviours to customize presentations most effectively for the target audience.</li> <li><input type="checkbox"/> Is proficient with presentation software, creating visually appealing slides, using animations, and integrating multimedia elements to enhance the overall quality and impact of the presentation.</li> <li><input type="checkbox"/> Has strong public speaking skills.</li> <li><input type="checkbox"/> Has basic graphic design skills to create visually appealing slides, including an understanding of color schemes, typography, and layout principles.</li> <li><input type="checkbox"/> Is able to effectively visualize data using charts, graphs, and other elements.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has excellent communication skills (including non-verbal) to capture attention and engage audiences.</li> <li><input type="checkbox"/> Has time management skills to ensure the message is delivered in the allotted time.</li> </ul>

# J. Communication



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## 5. MEDIA RELATIONS

**Sub-Competency Description:** The ability to strategically manage the relationship between the municipality and various media outlets through several methods: the development of timely and accurate press releases; the cultivation of positive relationships with media representatives providing timely responses to inquiries; and, the coordination of media events or interviews. This will ensure that the municipality's messages and actions are effectively communicated and helps to shape public perception about the municipality's activities, policies, and initiatives.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Presents relevant information in a timely, logical, clear, and consistent manner.</li> <li><input type="checkbox"/> Maintains an awareness of local media, in particular media coverage of the municipality or matters impacting the municipality.</li> <li><input type="checkbox"/> Shares issues and opportunities identified in the media to internal team and senior leaders.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Tracks news articles, mentions, and social media discussions related to their areas of responsibility.</li> <li><input type="checkbox"/> Identifies opportunities for generating positive coverage and shares it with senior leadership.</li> <li><input type="checkbox"/> Ensures the team adheres to the established policies, procedures, and protocols for responding to media inquiries.</li> <li><input type="checkbox"/> Anticipates and prepares for responses to the media with sensitivity and directness.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Builds and maintains relationships with journalists, editors, and other media professionals.</li> <li><input type="checkbox"/> Develops long-term media plans, identifying opportunities for positive coverage, while also anticipating potential challenges.</li> <li><input type="checkbox"/> Integrates media planning into all municipal project and program plans.</li> <li><input type="checkbox"/> Establishes policies, procedures, and protocols to manage media relations which sets out roles for administration and council.</li> <li><input type="checkbox"/> Skillfully handles complex, on-the-spot questions from the media.</li> <li><input type="checkbox"/> Communicates complex issues clearly and credibly.</li> <li><input type="checkbox"/> Supports council representatives in their interactions with the media, while staying objective and non-partisan.</li> </ul>

Continued on following page.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is aware of local and regional media outlets.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is able to craft compelling press releases, statements, and responses to media inquiries.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has a good understanding and proficiency in digital media platforms.</li> <li><input type="checkbox"/> Understands and employs social listening applications to support media and social media monitoring.</li> <li><input type="checkbox"/> Understands and employs crisis communication skills including implementing crisis communication plans, responding to media inquiries promptly, and managing the dissemination of information during challenging situations.</li> <li><input type="checkbox"/> Is knowledgeable of pitching strategies to get media outlets interested in providing coverage.</li> <li><input type="checkbox"/> Has critical thinking skills to analyze complex problems to create specific messages.</li> </ul>

# J. Communication



**Competency Description:** Ensuring the effective and timely exchange of ideas and information within the municipality and externally that promoting understanding between all municipal stakeholders. This requires: the ability to actively listen and deliver clear and persuasive written and spoken messages; knowledge of marketing principles and standard communication mediums and tools; and, the ability to build rapport and trust through interpersonal communication.

## 6. INTERPERSONAL SKILLS

**Sub-Competency Description:** The ability to listen actively, express ideas clearly, and build positive relationships with colleagues, citizens, and council members that foster collaboration, teamwork, and a sense of community, working to address conflicts and resolve issues in a constructive and respectful manner through empathy, respect, and open-mindedness.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Listens actively and objectively without interrupting.</li> <li><input type="checkbox"/> Speaks politely and positively to others.</li> <li><input type="checkbox"/> Treats co-workers, superiors, stakeholders, and citizens with respect.</li> <li><input type="checkbox"/> Encourages others to initiate communication by being open and available.</li> <li><input type="checkbox"/> Picks up on non-verbal cues and uses them to promote understanding.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Takes others' perspectives into account when communicating, negotiating, or presenting arguments.</li> <li><input type="checkbox"/> Demonstrates empathy by putting themselves in "someone else's shoes" to comprehend their perspective and emotions.</li> <li><input type="checkbox"/> Presents written oral and written communications with confidence and clarity.</li> <li><input type="checkbox"/> Values and respects diversity.</li> <li><input type="checkbox"/> Fosters a collaborative team environment where members feel valued and respected.</li> <li><input type="checkbox"/> Facilitates open communication and information exchange within and across teams.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands the underlying needs, interests, issues, and motivations of others. Interprets complex and possibly contradictory or competing signals/ messages.</li> <li><input type="checkbox"/> Quickly establishes credibility and initiates relationships with a broad range of people in unfamiliar environments.</li> <li><input type="checkbox"/> Identifies common purpose and sets a path for on-going connections.</li> <li><input type="checkbox"/> Nurtures relationships to build trust.</li> <li><input type="checkbox"/> Respectfully addresses and resolves conflict rather than avoiding it, to improve and maintain healthy relationships.</li> </ul>

Continued on following page.

Continued from: J. Communication 6. Interpersonal Skills

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Can interact well with others.</li> <li><input type="checkbox"/> Is able to employ active listening skills, concentrating on understanding, as well as responding to, and remembering, what others are saying.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is able to work well within a team environment.</li> <li><input type="checkbox"/> Has an ability to adjust approaches to work with others more effectively.</li> <li><input type="checkbox"/> Understands and employs emotional intelligence theories to build stronger relationships.</li> <li><input type="checkbox"/> Understands and employs conflict resolution methods, such as active problem-solving, negotiation, and finding common ground.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Can interact and communicate well with others.</li> <li><input type="checkbox"/> Is able to understand and use body language and other non-verbal cues and messages to enhance communication and build trust.</li> </ul>

# J. Communication



**Competency Description:** Ensuring the effective and timely exchange of ideas and information within the municipality and externally that promoting understanding between all municipal stakeholders. This requires: the ability to actively listen and deliver clear and persuasive written and spoken messages; knowledge of marketing principles and standard communication mediums and tools; and, the ability to build rapport and trust through interpersonal communication.

## 7. PUBLIC RELATIONS

**Sub-Competency Description:** The ability to develop and implement communication strategies, campaigns, and initiatives to promote a positive public image, build trust, and foster strong relationships with the public, community organisations and other external stakeholders.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks to ensure that factual messages are clearly understood, useful and timely.</li> <li><input type="checkbox"/> Is receptive and responds in ways that communicate clear understanding.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintains ongoing communications with clients to anticipate and prevent potential problems.</li> <li><input type="checkbox"/> Regularly, pro-actively and systematically contacts stakeholders to determine and understand their needs.</li> <li><input type="checkbox"/> Ensures that the municipal brand and other communication guidelines are observed during team or personal interactions with the public.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicates strategically to achieve specific objectives (e.g., considering such aspects as the optimal message to present, timing and forum of communication).</li> <li><input type="checkbox"/> Uses varied communication vehicles and opportunities to promote dialogue, shared understanding, and consensus.</li> <li><input type="checkbox"/> Develops a brand identity for the organisation and ensures all public facing messages and interactions are consistent and aligned with the brand.</li> </ul>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Can explain programs and services to the public in a friendly and positive manner.</li> <li><input type="checkbox"/> Is able to employ active listening skills, concentrating on understanding, responding to, and remembering what others are saying.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has communication skills to promote the organisation's activities and goals to the public.</li> <li><input type="checkbox"/> Is knowledgeable of the community's demographic and psychographic make up.</li> <li><input type="checkbox"/> Understands and employs marketing methods and tools to promote understanding of programs and services.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Has in-depth knowledge of the organisation and strategic plan.</li> <li><input type="checkbox"/> Is able to prioritize and organize communications to the public in a strategic manner.</li> <li><input type="checkbox"/> Understands and employs social listening applications to support media and social media monitoring.</li> <li><input type="checkbox"/> Understands and employs strategic marketing methods and tactics to build municipal brand awareness and affinity.</li> </ul>

# J. Communication



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## 8. SOCIAL MEDIA AND INFORMATION TECHNOLOGY

**Sub-Competency Description:** The ability to use digital platforms, technologies, and tools like websites, mobile apps, and social media channels to foster real-time and two-way communication with the public for the purpose of rapidly disseminating information and facilitating transparent and accessible municipal services.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Scans the environment for opportunities to improve while also analyzing work style to increase efficiency, proposing new work practices and technologies.</li> <li><input type="checkbox"/> Adapts to change as required.</li> <li><input type="checkbox"/> Assists in implementing change.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Thinks laterally (“outside the box”) to identify new solutions, considering new and unconventional ideas.</li> <li><input type="checkbox"/> Assesses current technology in the workplace, recommending potentially better solutions.</li> <li><input type="checkbox"/> Uses social and digital media to maintain awareness of sector developments and build relationships with peers, professionals, and thought leaders.</li> <li><input type="checkbox"/> Works to responsibly integrate technology and software solutions into municipal processes to improve service delivery, efficiency, and effectiveness.</li> <li><input type="checkbox"/> Builds the capacity of team members to effectively use municipal applications and hardware to improve productivity and performance.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Champions innovative solutions to support citizen and stakeholder needs.</li> <li><input type="checkbox"/> Looks beyond government for shifts, trends and innovative approaches that can be implemented to improve results.</li> <li><input type="checkbox"/> Sets out strategic recruitment plans for in-demand digital skills.</li> <li><input type="checkbox"/> Ensures the municipality uses social listening, web analytics, and digital user data to better understand and respond to the needs of citizens.</li> <li><input type="checkbox"/> Creates and reinforces a culture of innovation which supports responsible risk taking and experimentation.</li> <li><input type="checkbox"/> Promotes the use of creativity and curiosity in the workplace.</li> <li><input type="checkbox"/> Establishes policy, procedures, and protocols that empower the use of social and digital media responsibility while ensuring data integrity, security, and privacy.</li> </ul>

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Continued from: J. Communication 8. Social Media and Information Technology

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
TECHNICAL SKILLS & KNOWLEDGE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Continuously learns of new technology.</li> <li><input type="checkbox"/> Understands and uses social media platforms for personal or professional purposes.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understands and employs social media platforms for municipal purposes.</li> <li><input type="checkbox"/> Is able to use web analytics and data visualizations tools such as Google Analytics, Microsoft Power BI, Tableau, etc.</li> <li><input type="checkbox"/> Is able to use Artificial Intelligence tools and platforms responsibly to improve productivity and generate insight.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is proficient in social media and mobility platforms.</li> <li><input type="checkbox"/> Understands the latest trends and tools to protect data and its growing importance.</li> <li><input type="checkbox"/> Understands and employs digital and cyber security methods and tactics.</li> </ul>

# J. Communication



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## 9. CITIZEN ENGAGEMENT & CONSULTATION

**Sub-Competency Description:** The ability to inclusively and proactively involve residents, community groups, and stakeholders in decision-making processes, policy development, and service planning within the municipality by creating opportunities for meaningful dialogue, collaboration, and participation, allowing citizens to contribute their input, feedback, and perspectives.

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
BEHAVIOURS	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks to understand issues from the citizen’s perspective.</li> <li><input type="checkbox"/> Keeps lines of communication open while working with others.</li> <li><input type="checkbox"/> Shares insights and ideas generated through interactions with citizens with team and senior leaders.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures that citizen engagement efforts are accessible to a broad and diverse population using various communication channels that include online platforms, community meetings, and traditional media, to reach different demographics.</li> <li><input type="checkbox"/> Regularly, pro-actively and systematically contacts citizens or stakeholders to determine their needs.</li> <li><input type="checkbox"/> Involves citizens at various stages of decision-making, from planning to implementation and evaluation.</li> <li><input type="checkbox"/> Establishes feedback loops by providing regular updates to the community on how their input has influenced decisions.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Regularly solicits feedback regarding quality of services delivered by themselves and the team.</li> <li><input type="checkbox"/> Secures a comprehensive and in- depth understanding of the community’s long-term needs and strategies.</li> <li><input type="checkbox"/> Builds trust with the public, encouraging active participation in civic processes and helping citizens make informed decisions.</li> <li><input type="checkbox"/> Provides clear, transparent, and easily understandable information about municipal initiatives, policies, and decisions.</li> <li><input type="checkbox"/> Integrates citizen engagement activities in all municipal projects and program plans as appropriate.</li> <li><input type="checkbox"/> Uses feedback loops to foster a sense of accountability, enhance trust in the municipal government, and encourage ongoing citizen engagement.</li> </ul>

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Continued from: J. Communication 9. Citizen Engagement & Consultation

	EMERGING LEADER	TEAM/PROGRAM LEADER	SENIOR LEADER
<b>BEHAVIOURS</b>			<input type="checkbox"/> Ensures diverse perspectives on the needs of the community are considered when making large investments or making changes to municipal services, programs, and policy.
<b>TECHNICAL SKILLS &amp; KNOWLEDGE</b>	<input type="checkbox"/> Uses active listening skills and is able to ask questions with an open mind and readiness to make recommendations for improvement.	<input type="checkbox"/> Has a good understanding of how to most effectively get feedback from a targeted group. <input type="checkbox"/> Understands and employs public participation and engagement frameworks, methodologies, and tactics. <input type="checkbox"/> Is able to use spreadsheets and database tools to conduct data analysis.	<input type="checkbox"/> Understands and employs social research methods such as polling and focus groups to conduct qualitative and quantitative research and analysis to support informed decision making.



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