

LKC
JL
103
.C6
C74
2001
c.2

IC



Communications
Research Centre
Canada

An Agency of
Industry Canada

Centre de recherches
sur les communications
Canada

Un organisme
d'Industrie Canada



CRC Core Management Competencies



Table of Contents

Introduction	1
--------------------	---

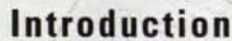
CRC Core Management Competencies

Technical Competency	3
Self-Management Competency	3
Teamwork Competency	3
Leadership Competency	4
Client and Partnering Management Competency.....	4
Management Competency	4

Industry Canada
Library - Queen

AOUT 16 2012
AUG

Industrie Canada
Bibliothèque - Queen



Introduction

CRC employees want to contribute to the organization's ongoing transformation; they want to create a more positive work environment. To help employees achieve this goal, CRC adopted a Core Management Profile in 1999. The Profile outlines the competencies needed to transform and improve CRC as it moves to meet the challenges of the 21st century.

In 1999, CRC used a consultative process to flesh out the profile on both an individual and a corporate level; the goal was to identify specific behavioural indicators that can be used to self-assess, performance evaluation, learning plans, training development and recruitment/staffing programs. The attached Core Management Competency Profile reflects input and feedback from employees across the various branches that participated in focus groups. These employees were passionate about leadership development at CRC, and made it clear that they wanted CRC's Management Profile to reflect our unique culture of shared leadership and teamwork.

At CRC, leadership is seen as a set of competencies that everyone can develop; these skills are not limited to certain positions or restricted to senior levels. Accordingly, the

Management Profile focuses on the same behavioural indicators for employees at all levels. The specific applications of the behaviours may vary, and more senior employees will be the most visible role models. That said, all CRC employees will use the same definitions in assessing and improving their competencies by participating in learning activities to enhance their; Technical, Self-Management, Teamwork, Leadership, Client and Partnering and their Management competencies.

The behavioural indicators within the competencies reflect CRC management expectations for future CRC managers.

Questions concerning competencies can be addressed by your manager or you can contact your Human Resources Advisor at 998-2777.

Management Competencies and Behavioural Indicators

Technical Competency

Defined as: The technical experience and skills that are the basic qualifications for a management role. It comprises knowledge of one's own discipline(s) and, at management levels, an ability to integrate that knowledge across the total spectrum. Using this knowledge base, the manager is able to recognize emerging trends and priority issues in the community.

Certain Skills and Knowledge Requirements

1. Demonstrated technical ability.
2. Exploiting practical applications based on concept.
3. Being knowledgeable and recognizing trends, problems, and issues particularly within field of expertise.
4. Ability to defend and justify one's area of work/research or project.
5. Applying knowledge of regulation and policy issues including intellectual property issues and technology transfer issues.

Self-Management Competency

Defined as: The ability to effectively and responsibly manage your own actions, well being and time to achieve organizational goals, self-improvement and personal growth. To maintain an effective work/life balance in response to a stressful, challenging and dynamic work environment.

Certain Skills and Knowledge Requirements

1. Retaining good judgement, composure and positive attitude, particularly in stressful situations.
2. Conducting work in an ethical manner.

3. Delivering on promises and commitments within individual's control.
4. Managing time in an effective way to ensure that objectives are met.
5. Understanding your own impact of behaviour on others and manage your actions responsibly.
6. Managing own learning by seeking feedback, improving continuously and engaging in professional development.

Teamwork Competency

Defined as: The ability to work cooperatively with others, in a participatory or leadership role to create teams that use the combined strengths of individual members to accomplish organizational goals.

Certain Skills and Knowledge Requirements

1. Expressing opinions tactfully, honestly, and constructively.
2. Building cooperation, efficiency, and commitment among team members.
3. To gain support and buy-in from individual team members for team objectives.
4. Promoting consensus through accepting ideas and suggestions from others.
5. Collaborating with others to solve problems and meet objectives.
6. Respecting and empowering team members.

Leadership Competency

Defined as: The ability to recognize, attract and administer talents to work towards a shared purpose in the best interests of the organization, the people comprising it and the people it serves.

Certain Skills and Knowledge Requirements

1. Providing a vision and path for the organization in a changing environment.
2. Motivating others to act.
3. Encouraging new approaches and risk taking.
4. Effective oral and written communication skills in expressing ideas and one's point of view.
 5. Reinforcing standards and ethics with subordinates.
6. Confronting issues as they emerge.
7. Delegating work to others.
8. Setting ambitious but attainable goals.
9. Establishing effective interpersonal relationships with stakeholders.
10. Taking responsibility for decisions.
11. Influencing others in the decision making process.
12. Demonstrated knowledge of the mission of the organization and public service.
13. Projecting self-assurance.

Client and Partnering Management Competency

Defined as: Using a variety of communication vehicles and marketing techniques to foster open communications, exchange information and services and discuss strategic policy and programs with clients, within their own organization, across the Public Service, and in national and international communities.

Certain Skills and Knowledge Requirements

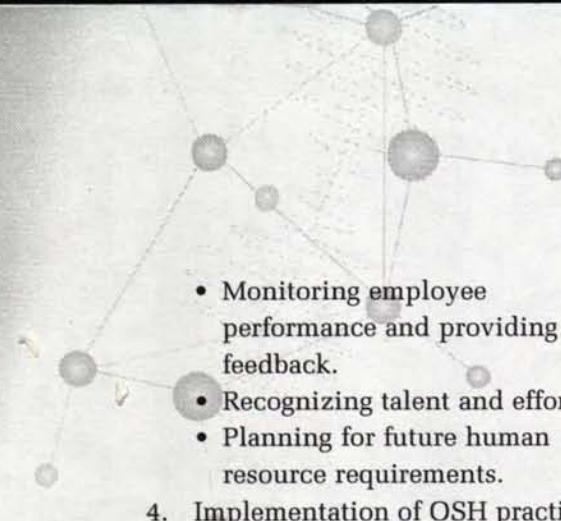
1. Cultivating network and alliances.
2. Recognizing opportunities and fostering partnerships.
3. Identifying potential clients and markets.
4. Clarifying the needs of clients.
5. Negotiating to create an environment where all participants benefit.
6. Using client centered or partnership-centered approach to business.

Management Competency

Defined as: The ability to apply management principles and techniques to the management of all organizational resources. This involves translating management strategies into clear and practical organizational realities. It is demonstrated by using management information to support cost effective and timely decisions and the willingness to take calculated risks in the pursuit of organizational goals.

Certain Skills and Knowledge Requirements

1. Making business case for new initiatives.
2. Effective Business planning including:
 - Supporting Organizational goals and strategies.
 - Prioritizing work activities & obtaining necessary resources.
 - Setting performance goals and accountability framework.
3. Demonstrated people management skills including:
 - Recruiting and retaining good staff.
 - Training and developing employees.
 - Coaching or mentoring employees.

- 
- Monitoring employee performance and providing feedback.
 - Recognizing talent and effort.
 - Planning for future human resource requirements.
4. Implementation of OSH practices to ensure the safety of employees.
 5. Managing contracts (contracts in & contracts out).
 6. Taking initiative to improve the organization within your sphere of influence.
 7. Developing strategies to prevent or solve problems.
 8. Assessing organizational performance and identify how it can be improved.
 9. Knowledge of accountabilities and responsibilities within the organization
 10. Developing or adjusting organizational systems to facilitate change.
 11. Demonstrated knowledge of parliamentary system including knowledge of legislative process and cabinet decision-making process.