

CORE COMPETENCIES

CRITICAL JUDGMENT AND DECISION-MAKING

Evaluating ideas and information while referring to objective criteria to reach rational conclusion and make decision.

BEHAVIOURAL INDICATORS

IDENTIFIES AND HANDLES AMBIGUITY

- Foresees longer-term implications of recommendations, positions, options and approaches that are not readily apparent.
- Exercises sound judgment in new situations in the absence of specific guidance.
- Considers emerging opportunities and risks when articulating astute and defensible options and recommendations.
- Selects new information or data to share with key decision makers or stakeholders in order to enhance their understanding and decisions.
- Effectively supports decisions.
- Identifies the problem based on a broad range of factors, many of which are ambiguous or difficult to define.
- Identifies alternate recommendations or solutions, including some that are not based on precedent.
- Applies guidelines and procedures that leave considerable room for discretion and interpretation.

GOVERNANCE AND ETHICS

Directing the affairs of the Board in keeping with its mandate and governing in an effective and accountable manner.

BEHAVIOURAL INDICATORS

SOUND GOVERNANCE

- Understands and participates in the governance context in which the Board functions.
- Displays a working knowledge of policies, business planning, financial and governance frameworks.
- Develops, implements and monitors new processes and practices (Board's procedures, protocols and rules) to govern the Board within best practices.
- Adopts a continuous improvement approaches to Board operations.
- Inspires confidence and commitment to the attainment of objectives.
- Conducts oneself with professional integrity and takes action based on values and Code of Ethics aligned with the Board.

INTERACTIVE COMMUNICATION

Listening to others and communicating articulately, fostering open communication.

BEHAVIOURAL INDICATORS

ADAPTS COMMUNICATION

- Tailors communication (e.g., content, style and medium) with the ability to engage diverse audiences.
- Advocates effectively for the profession.
- Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.
- Communicates effectively with all organizational levels.
- Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.

CORE COMPETENCIES

LEADING AND MANAGING CHANGE

Supporting, implementing and initiating change, while helping others deal with the transition.

BEHAVIOURAL INDICATORS

MANAGES/ORCHESTRATES CHANGE

- Adjusts priorities and reallocates resources to effect the change.
- Adapts existing goals, plans and processes, or develops new ones to respond effectively to the change.
- Coaches others on dealing with resistance to change.
- Tracks the impact of the change, making adjustments as needed.
- Partners with change leaders and managers in planning, implementing and evaluating interventions to improve organizational performance.

STRATEGIC VISION AND THINKING

Understanding and processing complex information. Exercising sound judgment, considering the situation, the issues, the key players, and levels of authority involved. Proposing courses of action that further the objectives, priorities and vision of organization.

BEHAVIOURAL INDICATORS

IDENTIFIES AND HANDLES STRATEGIC ISSUES

- Identifies insightful understanding of the organizational context and priorities, how they interact and how they affect issues.
- Interprets trends in the profession into the appropriate plans or approaches on the part of the association.
- Generates new and creative ideas and solutions to issues.
- Develops a broader vision for the association at a national and international level.

COMPLEMENTARY COMPETENCIES

ANALYTICAL THINKING

Analyzing and synthesizing information to understand issues, identify options, and support sound decision making.

BEHAVIOURAL INDICATORS

APPLIES BROAD ANALYSIS

- Effectively critiques, analyzes and validates change
- Integrates information from diverse sources, often involving large amounts of information.
- Thinks several steps ahead in deciding on best course of action, anticipating likely outcomes.
- Develops conceptual frameworks that guide analysis by describing patterns of complex relationships among elements and events in the operating environment.

CORE COMPETENCIES

BUSINESS PERSPECTIVE

Using an understanding of business issues, processes and outcomes to enhance business performance.

BEHAVIOURAL INDICATORS

POSITIONS ORGANIZATION FOR LONG TERM SUCCESS

- Develops ideas for positioning the organization for long-term success.
- Identifies situations where short-term costs/disadvantages should be traded for long-term revenues/gains.
- Identifies breakthrough opportunities that will dramatically enhance business effectiveness.
- Effectively identifies, responds to and manages risk.

RELATIONSHIP BUILDING

Establishing, sustaining and fostering professional contacts to build, enhance and connect networks for association purposes.

BEHAVIOURAL INDICATORS

CREATES NETWORKING OPPORTUNITIES

- Fosters connections to develop and enhance partnerships, alliances and networks that advance shared interests (e.g., multi-organizational research and/or program initiatives to address common societal issues or generating greater awareness of and appreciation for the profession).
- Engages senior colleagues to promote potential areas of mutual, long-term interest.
- Brokers transparent relationships between organizations and societal sectors that further the achievement of association goals.
- Promotes the value of Supply Chain Canada and the SCMP designation to the employer community.