

INSTRUCTIONS FOR COMPLETING THE CMO SUBMISSION FORM

The CMO Competency Framework is the basis for the CMO Submission. The Submission Requirements outlines the competencies, sub-competencies, behavioural indicators and required outputs.

For example:

Competency A

Municipal Operations

Sub-competency A.1

Implementation and Administration of Legislation

Behavioural Indicator

A.1.1 Maintain working knowledge of current, legislation, statutes, administrative regulations; research, interpret and incorporate current or pending legislation as part of job performance.

Required Output:

A.1.1 Explain, support and demonstrate how you interpreted and incorporated current or pending legislation that is relevant to your organization. What was the required action, including any recommendations you made? (i.e. by-law, policy, report)

Candidate Response:

Complete the Candidate Response section including identification of your evidence (name and page number in your submission) Link the evidence document to the page where it is located. For example, Evidence: By-Law Page 24

For each of the 3 competencies there are a series of sub-competencies and behavioural indicators.

- All sub-competencies and behavioural indicators must be demonstrated.
- Each behavioral indicator has a required output that must be demonstrated.

Where written documentation is required, the written documentation must be actual evidence of your own work with your role clearly noted.

- Advocate endorsements are not allowed unless noted in a particular section.
- Anecdotal evidence is not accepted – applied evidence is required.

Where education is referenced in your submission, you must demonstrate how you have applied the learning on the job with specific examples, unless noted otherwise.

A single piece of evidence or supporting documentation may only be used a maximum of three (3) times unless noted otherwise in the Required Output.

Grammar and spelling do count – please ensure your submission is proofread and spell-checked.

Please complete the **Candidate Response** and **Supporting Documentation** box for all behaviours/required outputs. If any boxes are left blank or you note ‘see above etc.’, your application will be returned to you without review.

Do not enter information in the FOR OFFICE USE ONLY BOXES – These boxes are for the AMP Review Team use only.

Your response to the required output should be self-sufficient.

Written documentation is supportive evidence to the Candidate response.

Complete your Submission using the prescribed Submission Forms.

- Submission Forms must be complete and not modified in any way or your Submission will be returned without review.
- Submissions may be electronic OR hard copy.

• Electronic submissions must be in a PDF format, bookmarked with links to supporting documentation.

• Send electronic submissions by email to accreditation@amcto.com, uploaded to Drop Box or a flash drive by mail to AMCTO, Accreditation, 2680 Skymark Avenue, Suite 610, Mississauga, Ontario L5W 4L6

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- Hard copy submissions will be accepted by mail to AMCTO in no larger than a soft sided, maximum two inch (2") (8 ½" x 11") binder (3 copies + 1 original).

Send your Submission to AMCTO together with payment using the completed AMP Application Fee Form.

- AMCTO will acknowledge receipt of your Submission and provide a payment receipt.
- At the time of Submission you will need to identify and provide proof for any exemptions you are claiming. AMCTO will confirm whether you are eligible for the exemption.

Questions?? Contact accreditation@amcto.com

CMO SUBMISSION FORM

A: **MUNICIPAL OPERATIONS** - Operations relating to local government administration.

A.1 Implementation and Administration of Legislation

- Knowledge of the legal framework within which a municipality must operate including statutes, administrative regulations and legislation; implementation and enforcement as required by law.

Behavioural Indicator	Required Output
A.1.1 Maintain working knowledge of current legislation, statutes, administrative regulations; research, interpret and incorporate current or pending legislation as part of job performance.	Explain, support and demonstrate how you interpreted and incorporated current or pending legislation that is relevant to your organization. What was the required action, including any recommendations you made? (i.e. by-law, policy, report).
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> References a current or upcoming piece of legislation relevant to the workplace which required action. <input type="checkbox"/> Explains how they interpreted the relevance and application of the legislation for the workplace recommendations were made as a result. <input type="checkbox"/> Provides written documentation of recommendations given (i.e. By-law, policy, report)	<h1 style="margin: 0;">TEMPLATE ONLY - DO NOT COPY</h1>

Behavioural Indicator		Required Output
A.1.2 Communicate to staff, council and/or the public, information relevant to the legislative environment.		Provide written documentation of your communication to staff, public or municipal professionals about the application, impact and consequences of new or pending legislation.
<i>Candidate Response</i>		
<i>Supporting Documentation:</i>		
FOR OFFICE USE ONLY: Meets Expectations		FOR OFFICE USE ONLY: Reviewers Comments
A.1.2	<input type="checkbox"/> Provides written evidence of communication of the application, impact and consequences of new legislation. <input type="checkbox"/> Identifies the intended audience of the communication. (I.e. Staff, council, public.	

A.2 Policy Development

- The process of identifying policies and procedures as required by law or statute. In addition, to identify issues that may be addressed by a policy which will provide a direction for future operations and administration of the municipality.

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Behavioural Indicator		Required Output
A.2.1 Identify policy/procedure with reference to relevant legislation and/or the rationale behind development of said policy/procedure.		Provide an example of a policy or procedure you identified as needed because of specific legislation. Support this through documentation.
<i>Candidate Response</i>		
<i>Supporting Documentation:</i>		
FOR OFFICE USE ONLY: Meets Expectations		FOR OFFICE USE ONLY: Reviewers Comments
	<input type="checkbox"/> Identifies a policy or procedure needed as a result of current or upcoming legislation. <input type="checkbox"/> Provides evidence of written communication of the need for the policy or procedure. Why, what legislation?	

Behavioural Indicator	Required Output
A.2.2 Interpret legislation when developing policy or procedure.	Using an example of specific legislation, explain the process you followed to interpret the legislation in order to develop the policy or procedure provided in A.2.1.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Using a written example, outlines the process followed to interpret the legislation to develop the policy or procedure outlined in A.2.1	

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B: **COMMUNICATION** - Facilitating the flow of ideas, information and understanding between and among individuals and advocating effectively in the community interest.

B.1 Report Writing and Presentation Skills

- Effectively express ideas and information through oral and written communication.

Behavioural Indicator	Required Output
B.1.1 Prepare concise reports and/or briefings for organized and purposeful presentations.	Using an example, explain how you positioned a report/briefing or presentation in response to a specific situation or audience. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example of a report, briefing or presentation or other relevant document they prepared. <input type="checkbox"/> Explains how the report, briefing or presentation was positioned and why.	

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Behavioural Indicator	Required Output
B.1.2 Convey information in a clear, confident and succinct manner.	Using an example, explain how you have conveyed complex information in a concise, succinct manner to a targeted audience. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an explanation and written documentation to demonstrate conveyance of complex information in a concise, clear manner to a specified audience.	

Behavioural Indicator	Required Output
B.1.3 Compel others to see different perspectives through persuasive arguments.	Using a scenario where you had to compel others to see a different perspective through a persuasive argument, explain what was done, how it was executed and the end result. Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a scenario of a situation where others were compelled to see a specific perspective. <input type="checkbox"/> Explains the perspective, argument and strategy used to persuade others. <input type="checkbox"/> Provides written documentation in support.	

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Behavioural Indicator	Required Output
B.1.4 Demonstrate acuity to incorporate real time citizen cues into presentations, discerning what is important and what is not important.	Using an example, explain how you incorporate feedback (i.e. cues, reactions, determine what is important, what is not etc.). Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example of a situation where feedback was received, incorporated in real time (i.e. who provided, what was the feedback) <input type="checkbox"/> Explains how feedback was received/ incorporated. <input type="checkbox"/> Explains the outcome/result.	

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B.2 Media and Stakeholder Relations

- Communicating information to the media in a way that increases public understanding of local government issues and activities and builds positive relationships.

Behavioural Indicator	Required Output
B.2.1 Use of established key messaging and media relations policy (if available) when acting as a spokesperson for the municipality	Provide an example that explains how you used key messaging to manage your relationship with the media; either by following media relations policies, procedures or practices. Support this through documentation.
<i>Candidate Response</i> <i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example and explanation to demonstrate use of key messaging and/or media relations policy, procedure or practices when acting as a spokesperson for the municipality.	

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Behavioural Indicator	Required Output
B.2.2 Maintain professional interactions with media and stakeholders in high stress, crisis or conflict situations; political and organizational acuity to navigate difficult issues.	Using an example, describe how you managed a high stress, crisis or conflict situation with the media and/or stakeholders. Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example of a high stress, crisis or conflict situation. <input type="checkbox"/> Why was it high stress, crisis or conflict? <input type="checkbox"/> Explains how professionalism was maintained during the response to the situation. <input type="checkbox"/> Explains the result or outcome?	

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B.3 Social Media and Information Technology

- Websites and applications that enable users to create and share information, ideas, content, personal messages or to participate in social networking. Information technology (IT) is a general term that covers all types of technology used to create, store, exchange, and use information in various formats.

Behavioural Indicator	Required Output
B.3.1 Use social media and/or information technology tools to enhance and support communication.	Using an example, explain how you use social media and/or information technology tools to enhance and support communication with stakeholders and the community. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example which shows how social media and/or information technology tools are integrated into communication with stakeholders and/or the community. <input type="checkbox"/> Explains who the stakeholders were, why those particular tools were used with this stakeholder(s)	

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Behavioural Indicator	Required Output
B.3.2 Navigate usage of social media and/or information technology.	Using an example, explain how you deal with social media and/or information technology situations not covered by policies, (i.e. slander, abuse, harassment, outside influences). Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example of a potentially difficult public relations situation, supported by written documentation. <input type="checkbox"/> Explains how the situation in the example given was navigated.	

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C: **SERVICE DELIVERY** - Ensuring that local government services are provided to citizens effectively, efficiently and responsively.

C.1 **Delivery of service**

- The process by which services are delivered to internal and external customers including knowledge of the workings, structure and culture of the municipality and current political, social and economic issues which affect the municipality.

Behavioural Indicator	Required Output
C.1.1 Maintain knowledge of basic principles of service delivery to citizens in a range of municipal functional areas	Explain how you remain current on service delivery approaches and techniques in order to ensure that enhanced customer service is always a key objective. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Explanation is clear and demonstrates knowledge of the current basic principles of service delivery <input type="checkbox"/> Written documentation is provided.	

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Behavioural Indicator	Required Output
C.1.2 Identify synergies, efficiencies, cost savings and innovations across service areas while maintaining quality service	Provide an example of any two of synergies, efficiencies, cost savings or innovations you have identified. Explain the impact or projected impact on the quality of service. Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example of any two of synergies, efficiencies, cost savings or innovations identified. <input type="checkbox"/> Provides an explanation about the impact or projected impact on service quality.	

Behavioural Indicator	Required Output
C.1.3 Assess community need using multiple information gathering techniques	Provide evidence of a community needs assessment referencing the techniques used to gather the information. Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides written evidence of assessment of community needs including techniques used to gather information.	

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Behavioural Indicator	Required Output
C.1.4 Identify service delivery options based on identified community needs and organizational goals.	Using an example of identified community needs, explain the service delivery options you presented. (i.e. in house, mixed model delivery of service or outsource - OPP vs. community policing). Relate your example to the organizational goals. Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example of identified community needs. <input type="checkbox"/> Explains service delivery options presented supported by written documentation. <input type="checkbox"/> Relates the example provided to organizational goals.	

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Behavioural Indicator	Required Output
C.1.5 Allocate resources and assess the impact of service delivery decisions.	Using an example of a report or briefing you prepared or presented on the projected impact on service delivery of resource allocation recommendations or decisions, explain the impact. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations <input type="checkbox"/> Provides a written report, briefing or other relevant documentation indicating if they prepared or presented the report, briefing or similar documentation (audience identified). <input type="checkbox"/> Explains resource allocation recommendations and impact on service delivery.	FOR OFFICE USE ONLY: Reviewers Comments

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Behavioural Indicator	Required Output
C.1.6 Gather input from citizens to assess their level of satisfaction. Communicate with citizens and provide a feedback mechanism.	Explain how you obtain input from citizens on their level of satisfaction, including feedback mechanisms available/used, referencing your specific role. Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides written documentation as evidence of input obtained. <input type="checkbox"/> Explains feedback mechanisms available/used. <input type="checkbox"/> Defines their specific role.	

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Behavioural Indicator	Required Output
C.1.7 Model innovative ways to respond to citizen needs including use of technology at all levels to assist in assessment or delivery of service	Using an example, explain how you responded to citizen needs utilizing technology. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example of an innovative method used to respond to citizen needs using technology. <input type="checkbox"/> Explains how the method used assisted in assessment or delivery of service to citizens supported by written documentation	

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Behavioural Indicator	Required Output
C.1.8 Analyze citizen feedback and experience for future refinements and improvement.	Using an example of a report or briefing you prepared or delivered in response to an analysis of citizen feedback (including your recommendation), explain how the feedback was/will be used for service improvements. Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written report, briefing or similar documentation prepared or delivered. <input type="checkbox"/> Explains the purpose of the report, briefing or similar documentation related to analysis of citizen feedback and recommendations in response	

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C: **SERVICE DELIVERY** - Ensuring that local government services are provided to citizens effectively, efficiently and responsively.

C.2 **Quality of Results**

- Design service delivery goals to measure against established indicators of performance

Behavioural Indicator	Required Output
C.2.1 Communicate to staff the importance of service quality and involve staff in identifying opportunities for quality improvement.	Provide specific documentation to demonstrate how you have involved staff in identifying opportunities for quality improvement. Include an example of communication to staff of the importance of service quality.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example of communication to staff about service quality. <input type="checkbox"/> Demonstrates involvement of staff in opportunities for quality improvement supported through written documentation.	

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Behavioural Indicator	Required Output
C.2.2 Implement service quality improvement programs	Using an example, tell us how you have implemented service quality improvement programs. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations <input type="checkbox"/> Provides an example which demonstrates service quality improvement programs have been implemented supported through written documentation.	FOR OFFICE USE ONLY: Reviewers Comments

Behavioural Indicator	Required Output
C.2.3 Set service delivery performance standards and objectives and measure results	Explain how you set service delivery performance standards and objectives with your staff. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations <input type="checkbox"/> Explains how service delivery performance standards are set with staff supported through written documentation.	FOR OFFICE USE ONLY: Reviewers Comments

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Behavioural Indicator	Required Output
C.2.4 Monitor service delivery against performance standards in order to maintain a consistently high level of quality in staff work, operational procedures and service delivery	Provide written documentation to demonstrate how you monitor service delivery against performance standards with reference to the standards.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Demonstrates that service delivery is monitored against standards supported through written documentation.	

Behavioural Indicator	Required Output
C.2.5 Evaluate citizen satisfaction and use the data to improve service delivery including incorporating feedback	Provide a report or briefing of a citizen satisfaction assessment and explain how the data was used to improve service delivery, with specific reference to your role.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a report or briefing or similar documentation which demonstrates citizen satisfaction was assessed and how the data was used.	

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D: **GOVERNMENT RELATIONS AND CITIZEN ENGAGEMENT** - Demonstrating a commitment to democratic principles by engaging community interest groups in the decision-making process; educating the public about policy initiatives and acquiring knowledge of the social, economic and political make-up of the community.

D.1 **Public Engagement and Consultation**

- Civic engagement or civic participation is the encouragement of the general public to become involved in the political process and the issues that affect them.

Behavioural Indicator	Required Output
D.1.1 Engage the public and/or key stakeholder groups in decision-making through a range of consultation practices.	Provide an example of active engagement of the general public or key stakeholders on a specific issue (what, how, outcome) with specific reference to your role. What consultation methods did you use and why? (i.e. face-to-face meetings, social media, information technology, website communications, surveys). Support this through documentation.
<i>Candidate Response</i> <i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example which demonstrates engagement of the public/key stakeholder groups in decision-making through a range of consultation practices. <input type="checkbox"/> Identifies consultation practices used.	TEMPLATE ONLY - DO NOT COPY

Behavioural Indicator	Required Output
D.1.2 Gather public input to acquire knowledge on issues.	Provide an example of how you gathered and used public or stakeholder input on a specific issue, with reference to your role. Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides written evidence of gathering public input to acquire knowledge on a specific issue.	

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Behavioural Indicator	Required Output
D.1.3 Provide regular information and updates to the public or key stakeholders; closing the loop on public consultation.	Provide a written example of progress updates you have provided to the public or key stakeholders on a particular issue/initiative with reference to how you closed the loop on public consultation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example of a progress update to the public on a particular issue/initiative. <input type="checkbox"/> Links the example provided to public consultation.	

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D.2 **Government Relations**

- An educational process: educating business leaders about how government works; educating officials about the issues important to business or other constituencies; educating government, business leaders and the public about the potential consequences of decisions.

Behavioural Indicator	Required Output
D.2.1 Manage relationships with other organizations/governments for the benefit of residents.	Using a specific situation, explain how you manage relationships with other organizations and/or governments (i.e. minutes of meetings with other municipalities, local boards, agencies, other levels of government, where issues were discussed/advice was given). Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an explanation which demonstrates how they manage relationships with other organizations/governments for the benefit of residents. <input type="checkbox"/> Provides a specific example supported by written documentation.	

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D.3 **Community Liaison**

- Establish and maintain connections and relationships with the community, key stakeholders and the public.

Behavioural Indicator	Required Output
D.3.1 Create and maintain communication links with the public and key stakeholders.	Explain how you have created and maintained communication links with the public and/or key stakeholders. Support this through documentation.
<i>Candidate Response</i> <i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example of a communication link created. <input type="checkbox"/> Identifies the intended audience (i.e. identifies key stakeholders). <input type="checkbox"/> Explains how the communication link is maintained. <input type="checkbox"/> Provides written supporting documentation	

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D.4 **Advocacy**

- Active support for a recommendation or a particular cause or policy.

Behavioural Indicator	Required Output
D.4.1 Advocate strategically for policies, programs and ideals that serve community interests.	Using a specific example of a particular cause/policy, explain and/or demonstrate the strategy you employed to advocate for the cause/policy. How did the advocacy serve the community interests? Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example of a particular cause/policy. <input type="checkbox"/> Explains the strategy employed to advocate for the cause or policy. <input type="checkbox"/> Provides written evidence of advocating for the cause or policy. <input type="checkbox"/> Explains how the community interests were served by the advocacy.	<h1>TEMPLATE ONLY - DO NOT COPY</h1>

Behavioural Indicator	Required Output
D.4.2 Position the interests of council to external audiences.	Describe an instance where you had to communicate a specific position of council to an external stakeholder or the public. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments

Describes communication of a position of council and explains how the position was communicated, the intended audience and supported by written evidence.

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E: **STRATEGIC AND ORGANIZATIONAL MANAGEMENT** - Implementing a leadership style that encourages the organization and the community toward visioning and goal setting, creative problem solving, priority setting, embracing change and progressive action.

E.1 **Problem solving and decision making**

- Identifies solutions and uses sound judgment to decide on a timely and effective course of action.

Behavioural Indicator	Required Output
E.1.1 Anticipate and prevent problems where possible.	Describe a situation where you were able to identify a potential problem before it became an issue. Explain how you adjusted/adapted to respond to the problem. Support this through documentation.
<i>Candidate Response</i> <i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides written evidence of a specific situation which demonstrates problems are anticipated and prevented where possible.	

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Behavioural Indicator	Required Output
E.1.2 Recognize underlying causes of problems and the role of individual dynamics.	Describe a situation where you analyzed a problem, identified its root causes and brought various individuals or groups together to resolve the problem. What was the result or outcome? Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides written evidence of a specific situation which demonstrates recognition of underlying causes of a problem and the role of individual dynamics <input type="checkbox"/> Explains the underlying causes for the situation given and the specific role of individual dynamics in that situation	

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Behavioural Indicator	Required Output
E.1.3 Make difficult decisions and have difficult conversations.	Describe a situation where you were faced with having to make a difficult or unpopular decision or participate in a challenging discussion. What was the situation, how did you manage it and what was the outcome? Support this through documentation (i.e. in support of conversations held and the decisions made).
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<ul style="list-style-type: none"> <input type="checkbox"/> Provides an example of a difficult situation encountered in the workplace. <input type="checkbox"/> Describes the situation, conversations held and decisions made with regard to the example given, supported by written documentation. <input type="checkbox"/> Explains the result or outcome of their actions in the example given. 	

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Behavioural Indicator	Required Output
E.1.4 Work proactively to identify, prevent or mitigate potential problems through contingency plans.	Provide an example of a problem encountered or a project or undertaking you planned from start to finish. Explain how you worked proactively to identify, prevent and or mitigate foreseeable problems by establishing contingency plans or measures. Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<ul style="list-style-type: none"> <input type="checkbox"/> Provides an example of a project/undertaking planned from start-finish. <input type="checkbox"/> Explains how a problem was addressed proactively to identify, prevent and/or mitigate foreseeable problems. <input type="checkbox"/> Provides information about a contingency plan /measures. <input type="checkbox"/> Provides written documentation about the problem which includes possible responses. 	

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E.2 **Project Planning, Execution and Control**

- Creating a project plan, carrying out the work, keeping control of the project plan and work to ensure the project is completed on time, on budget and achieves the set goals and objectives.

Behavioural Indicator	Required Output
E.2.1 Apply project management concepts.	Describe with examples, a project that you managed. How did you keep the project on track, on budget, on time to achieve its stated goals and objectives? Support this through documentation.
<p><i>Candidate Response</i></p> <p><i>Supporting Documentation:</i></p>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides written evidence of a project they managed. <input type="checkbox"/> Provides explanation about the project which demonstrates project management concepts are applied (time, budget, goals, objectives).	

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Behavioural Indicator	Required Output
E.2.2 Establish project goals and design a plan to achieve project goals within established timelines.	Provide a written example of a project plan you developed (which includes milestones, tasks and schedule) for the project given as an example in E.2.1. Briefly explain how the project goals were established.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example of a plan developed for the project given as an example in E.2.1, which plan includes milestones, tasks and schedule. <input type="checkbox"/> Explains the link between the tasks, schedule and the project goals.	

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Behavioural Indicator	Required Output
E.2.3 Use budget processes effectively to manage projects.	For the project example given in E.2.1, provide examples of steps you follow to monitor expenditures relative to project tasks, to ensure a project remains within budget. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets	FOR OFFICE USE ONLY: Reviewers Comments
Expectations	
<input type="checkbox"/> Provides an example of steps followed to monitor expenditures relative to project tasks for the project example given in E.2.1 <input type="checkbox"/> Explains how or why the actions or steps they took were effective to manage the project in the example given, supported by written documentation.	

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Behavioural Indicator	Required Output
E.2.4 Apply people and time management skills to projects.	Explain how you allocated resources to the project example given in E.2.1 and followed through with resource allocation monitoring to effectively deliver the project as planned. Support this through documentation.
<p data-bbox="107 277 359 305"><i>Candidate Response</i></p> <p data-bbox="107 456 447 483"><i>Supporting Documentation:</i></p>	
<p data-bbox="107 492 464 553">FOR OFFICE USE ONLY: Meets Expectations</p>	<p data-bbox="621 492 1157 519">FOR OFFICE USE ONLY: Reviewers Comments</p>
<ul style="list-style-type: none"> <li data-bbox="107 570 527 703"><input type="checkbox"/> Provides written evidence to demonstrate allocation and monitoring of resources in the example given. <li data-bbox="107 711 527 773"><input type="checkbox"/> Explains the result/outcome of actions taken. 	

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Behavioural Indicator	Required Output
E.2.5 Plan, organize, implement, control, delegate and measure project activities	Provide a written example of a project status report you prepared for the project example in E.2.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides written examples of project status reports for the project example given in E.2.1.	

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Behavioural Indicator	Required Output
E.2.6 Maintain knowledge of how a project fits into overall organizational plans and goals.	Provide an example of a project you proposed which was aligned with a strategic or departmental plan and how it met key deliverables. Support this through documentation.
<p data-bbox="109 305 357 331"><i>Candidate Response</i></p> <p data-bbox="109 483 449 509"><i>Supporting Documentation:</i></p>	
<p data-bbox="109 522 466 548">FOR OFFICE USE ONLY: Meets</p> <p data-bbox="109 555 264 581">Expectations</p>	<p data-bbox="646 522 1180 548">FOR OFFICE USE ONLY: Reviewers Comments</p>
<ul style="list-style-type: none"> <li data-bbox="109 597 554 623"><input type="checkbox"/> Provides an example of a project. <li data-bbox="109 633 600 732"><input type="checkbox"/> Explains how the project was aligned with a strategic or departmental plan and how key deliverables were met. 	

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E.3 Knowledge of Organizational Structure

- Information and awareness of work units or groups within an organization.

Behavioural Indicator	Required Output
E.3.1 Apply team strategies and/or organizational structures that facilitate achievement of organizational goals and objectives.	Provide an example of strategies or structures you used within a work unit or group to facilitate achievement of organizational goals and objectives. Support this through documentation.
<i>Candidate Response</i> <i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example supported through written documentation and links the organizational goals and objectives to the example provided. <input type="checkbox"/> Explains their specific role.	

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Behavioural Indicator	Required Output
E.3.2 Maintain working knowledge of internal organizational politics and the impact on the organization.	Provide an example of strategies and practices you employ to gain an understanding of internal politics at play within your organization. Or, using an example of your organization’s varied perspectives, explain how you attempt to strike a balance of these perspectives. Explain the impact this has had or may have on the organization. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example of strategies or practices used to gain understanding of internal politics supported by written documentation. <input type="checkbox"/> Explains the impact or potential impact on the organization which reflects working knowledge of internal organizational politics.	

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Behavioural Indicator	Required Output
E.3.3 Recognize how organizational structure differs relative to other relevant comparators i.e. between small vs. large municipalities.	Explain how you have kept current on various issues and challenges which municipalities face given their differing organizational structures, limitations and strengths. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Explanation demonstrates working knowledge of the various issues and challenges faced by municipalities with different organizational structures, limitations and strengths.	

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Behavioural Indicator	Required Output
E.3.4 Adapt work unit, department or organizational structure to respond to influences including taxpayer/council demands, population growth, legislative changes, personnel skills and abilities, program changes.	Provide an example of an adaptation of a work unit or organizational structure you have completed in response to internal or external influences, demands or challenges. Explain the influence, demand or challenge which led to the adaptation. Describe the results or outcome. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides a written example of adaptation of structure in response to specific influences. <input type="checkbox"/> Explains the influences and the outcome/result of completion of the adaptation.	

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E.4 **Managing consultants, partners and other stakeholders**

- The ability to build capacity through collaborative internal/external networks and strategic partnerships.

Behavioural Indicator	Required Output
E.4.1 Balance diverse and sometimes conflicting needs, demands, positions and interests of stakeholders involved in issues.	Provide an example of a specific situation where you had to balance diverse needs and how you handled the situation with reference to the outcome. Support this through documentation.
<i>Candidate Response</i> <i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example of a specific situation supported by written documentation. <input type="checkbox"/> Explains how the various needs were balanced and the outcome of actions they took.	

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Behavioural Indicator	Required Output
E.4.2 Apply mediation and negotiation skills to successfully resolve disputes as they arise.	Provide an example of a specific situation where you had to apply mediation/negotiation skills with reference to the outcome. Support this through documentation.
<i>Candidate Response</i>	
<i>Supporting Documentation:</i>	
FOR OFFICE USE ONLY: Meets Expectations	FOR OFFICE USE ONLY: Reviewers Comments
<input type="checkbox"/> Provides an example of a specific situation where mediation/negotiation techniques were applied and the dispute was resolved. <input type="checkbox"/> Explains the techniques used and why those techniques were used in the example given.	

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