COMPETENCY DEMONSTRATION

TRCA has adopted a competency-based model in support of the Performance Development Program. Competencies are critical to achieving success and reflect the behaviours required to achieve our strategic priorities and focus on 'how' to get things done

Competencies are based on the behaviors that distinguish excellent performers and help to align individual behavior with business strategies. Furthermore, competencies enable organizations to develop and sustain a culture where people want to learn and develop. Competencies provide tools for self-development and reward employees when they acquire and demonstrate the mastery of relevant competencies.

Core Competencies:
- Behaviours and attributes required of all TRCA employees for excellence across all levels and functions.
- Ideally these are the core competencies that new employees should have coming into the organization and that all existing employee demonstrate on a day to day basis.

Leadership Competencies:
- Behaviours and attributes required for TRCA management (Directors, Senior Managers, Managers, and Supervisors).

Senior Leadership Competencies:
- Behaviours and attributes required for TRCA senior leadership (Directors).

Competency Model Overview:

	Core Competencies All Employees	Leadership Competencies	Senior Leadership Competencies
Integrity	•	•	•
Collaboration	•	•	•
Accountability	•	•	•
Respect	•	•	•
Excellence	•	•	•
Develop and Lead Talent		•	•
Champion Change		•	•
Communicate Effectively		•	•
Create Vision and Strategy		•	•
Impact and Influence			•
Drives Achievement and Innovation			•

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Core Competencies:

Integrity
Upholds a high standard of fairness and ethics in everyday words and actions. Conscientiously and reliably behaves in an ethical and honest manner in dealing with others, both internal and external to the organization. Fair in expectations of others and behaves towards others with equal fairness.

Behaviours associated with this competency:
- *Is ethical and honest in all business dealings.*
- *Is ethical and honest in all dealings with people.*
- *Is fair in expectations of others.*
- *Is worthy of the personal trust of others.*
- *Aligns words and actions.*
- *Delivers on commitments made and agreed upon deliverables.*

Collaboration
Effectively works with others across the organization and external to the organization toward a common goal. Works with the organizations best interest at the core. Builds and maintains broad cooperative work relationships with others without silos. Understands and leverages the different styles and perspectives of others to achieve high functioning team dynamics. Completes tasks for group projects in a timely and responsible manner and directly contributes to reaching group goals.

Behaviours associated with this competency:
- *Builds and maintains cooperative work relationships with others.*
- *Openly shares relevant and important information with appropriate individuals to assist in achievement of common goals.*
- *Listens to and values the input of others.*
- *Collaborates effectively in meetings and informal interactions.*
- *Commits to supporting the larger group effort.*
- *Assists others in the completion of their tasks to support group goals.*
- *Facilitates collaboration across teams to support organizations broader objectives.*
- *When conflict arises in team dynamics, facilitates dialogue to assist individuals to arrive at a mutually agreeable win-win solution.*

Accountability
Maintains a high level of commitment to personally getting things done and taking responsibility for actions, behaviours and results. Assumes personal responsibility for effectively achieving outcomes. Honours work commitments by ensuring actions are consistent with words. Demonstrates responsible personal and professional conduct when holding self and others accountable.

Behaviours associated with this competency:
- *Complies with established control systems (i.e. Code of Conduct, policies and procedures) to achieve high quality and cost-effective results.*
- *Holds self-accountable to a high standard and will do what is right despite personal consequences.*

- *Delivers what has been promised.*
- *Assumes personal responsibility for achieving outcomes.*
- *Is dependable and responsible.*
- *Persists through challenges and finishes what has been started for the betterment of TRCA.*
- *Works on the 'right' tasks, those linked to the strategic or divisional priorities.*
- *Produces a high level of work output.*
- *Is transparent about errors and omissions.*

Respect

Understands, accepts and is sensitive to individual differences. Treat people with respect and equally, regardless of gender, race, creed, place of origin, status, or level of position. Values others for their abilities, qualities and achievements and the contributions brought to the organization. Is open and accepting of the richness of differences among people. Treats others fairly and with dignity.

Behaviours associated with this competency:

- *Respects all people, regardless of race, gender, status, place of origin or other source of difference.*
- *Is open and curious to learn about differences among people.*
- *Treats people with courtesy, politeness, and kindness.*
- *Emphasizes the things that all people hold in common rather than focusing on differences.*
- *Promotes respect for differences among people and encourages tolerance and openness.*
- *Evaluates people based on objective merit rather than subjective bias.*
- *Is mindful of body language, tone of voice, demeanor and expression in all interactions.*

Excellence

Promotes and maintains high standards of quality at work; anticipates customer/stakeholder needs and designs, promotes or supports the delivery of products and services that exceed customer expectations. Expands depth and breadth of knowledge, skills and experience in areas of expertise. Produces high quality work and encourages others to do so. Applies discipline and a detail orientation to work activities; continuously seeks ways to improve quality of products or services. Takes personal accountability for providing comprehensive and accurate service and advice to individuals both internal and external to TRCA.

Behaviours associated with this competency:

- *Listens to and values customer/stakeholder needs, suggestions and feedback; anticipates customer/stakeholder requirements.*
- *Develops or customizes products and services to better meet the needs of customers/stakeholders.*
- *Is disciplined and diligent and always attempts to do the best job possible.*
- *Consistently produces high quality work; encourages other to work at a high standard of quality.*
- *Demonstrates and shares expert knowledge and capabilities in all situations.*
- *Provides sound guidance and advice in area of expertise.*
- *Continually seeks to remain current or upgrade knowledge and skills; capitalizes on continuous learning opportunities to expand knowledge and skill.*

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- *Actively seeks out the current and emerging business and industry trends and best practices to provide sound solutions and advice.*

Leadership Competencies:

Develop & Lead Talent

Directs and leads others to accomplish organizational goals and objectives. Manages development and performance, provides constructive and respectful feedback to encourage and enable performance excellence. Leads by example, sets clear and achievable goals. Fosters an environment that inspires and motivates others and that is respectful and trusting. Exemplifies professionalism and establishes an environment that promotes expression of diverse perspectives and fosters cooperation and collaboration between others.

Behaviours associated with this competency:
- *Models expected behavior and remains consistent with words and actions.*
- *Exemplifies ethical practices, professionalism and personal integrity.*
- *Demonstrates a sincere interest in the development and success of others.*
- *Takes the time to identify individuals' strengths and development opportunities, provides honest and sound feedback and coaches individuals to perform at their highest levels.*
- *Sets clear expectations, coaches, monitors and evaluates performance.*
- *Invests time and resources to support continuous learning.*
- *Engages employees to gather ideas and input to build cohesive teams.*
- *Sets challenging expectations for self and sets high but achievable expectations for others.*

Champions Change

Proactively supports, leads and implements change initiatives effectively cross functionally and external to the organization. Leads change efforts through consistency in words as well as actions. Supports those affected by the change and takes personal responsibility to ensure the changes are successfully implemented. Is adaptable to changing situations and adjusts priorities as changes occur within the business and organization. Is agile and flexible in changing circumstances and remains open to shifting ways of doing business.

Behaviours associated with this competency:
- *Readily adapts and adjusts to new or changing circumstances; modelling change adaptation.*
- *Supports others through the adoption of change.*
- *Accepts change openly and willingly.*
- *Continuously seeks opportunities to improve efficiencies and effectiveness by adopting new methods, processes, etc.*
- *Is willing to repeatedly change course or change priorities to meet business objectives.*
- *Anticipates the need for change.*
- *Actively promotes change initiatives in group and/or organization wide.*
- *Assumes personal responsibility to see that necessary changes are adopted and effectively implemented.*

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Communicates Effectively

Drives clarity and understanding through consistent, clear and transparent messaging. Adjusts style, delivery and communication medium based on the situation, audience, needs and objectives. Utilizes active listening to gain insight and comprehension and facilitate common understanding. Messages decisions, opportunities and issues in a clear, concise, logical and timely manner. Encourages and facilitates open discussion through the building of trust and conveying of strategic intent. Consistently aligns actions with values and intentions for powerful communication.

Behaviours associated with this competency:

- *Attends to verbal and non-verbal cues that create a deeper understanding of communications.*
- *Ensures messages are clear and concise using precise language that accurately reflects and expresses what needs to be conveyed and achieved through the communication.*
- *Ensures words and actions are aligned congruently.*
- *Adapts communication style, both written and verbally, for simple and complex issues, to enhance understanding for a range of audiences.*
- *Engages in actively listening, allowing others to speak without unnecessarily interrupting.*
- *Asks clarifying questions that elicit clearer or more detailed information and confirms understanding to make informed decisions.*
- *Builds trust and fosters accountability through transparent, clear and concise communications.*
- *Takes perspective into account when communicating; recognizing one's positions, motivations and needs and the related filters we listen through.*
- *Demonstrates a strong presence and appropriate tone when communicating in large forums often in pressure situations.*

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Senior Leadership Competencies:

Create Vision and Strategy
Leads and defines the future and charts a path forward to optimizing TRCA success. Utilizes vision to guide strategy and strategy to define action. Capitalizes on depth and breadth of knowledge to build on diverse ideas and perspectives and create consensus around vision. Skilled at understanding and communicating context of strategy and vision, holistically factoring in the economic, social and political environment.

Behaviours associated with this competency:
- *Communicates vision, strategies and priorities with clarity and conviction and sets clear expectations and deliverables to ensure the success of the organization.*
- *Frames emerging issues and provides advice that reflects a thorough and holistic understanding of the environment, implications and impact.*
- *Considers the impact of the economic, social and political environment on organizational and divisional priorities.*
- *Engages others to develop clear, concise and viable strategies for implementation in support of the organization.*
- *Effectively work across boundaries and organizational divisions.*
- *Contributes expertise and insight to the development of organizational strategic priorities, divisional plans and the overarching operations.*

Impact and Influence
Utilizes influence, credibility and a compelling position to aid others in adopting a specific course of action. Takes a variety of actions to influence others to address issues or concerns. Influences others without being excessively aggressive or pushy. Establishes a sound understanding of organizational awareness and audience and modifies methods of impact and persuasion accordingly. Builds strong partnerships, is confident and communicates effectively.

Behaviours associated with this competency:
- *Establishes ideas, points of view or desired outcomes that others need to adopt.*
- *Is a decisive decision maker.*
- *Does background work and develops information necessary to support one's position.*
- *Attempts to understand one's audience and adapts message to fit the audience.*
- *Identifies those issues most important and persists on these until objectives are met.*
- *Understands key stakeholder impacts and interests, taking them into consideration when forming positions.*
- *Has the courage and strength of purpose to utilize persuasion where appropriate.*
- *Expresses opinions confidently and persuasively; instills confidence in their abilities through the eyes of others.*

Drives Achievement and Innovation

Possess a drive to purse greater opportunities and challenges. Leads teams to develop innovative projects and programs in support of organizational excellence. With a strong acuity for fiscal accountability, incorporates financial awareness in all actions. Results focused with an unwavering enthusiasm for driving TRCA success.

Behaviours associated with this competency:

- *Capitalizes on both formal channels and informal networks to achieve goals. Forms alliances with key stakeholders to achieve objectives.*
- *Drives self and team to exceed a standard of excellence, looks for ways to learn how to do things more effectively and sets challenging goals and takes calculated risks.*
- *Views old problems in new ways and has innovative approaches to solving those problems.*
- *Connects seemingly unrelated ideas, events, and circumstances to find global solutions to individual problems, ensuring fiscal responsibility in the process.*
- *Possess the tenacity to attain objectives despite obstacles and setbacks.*
- *Fosters an environment where employees see opportunities for creative problem solving while staying within the parameters of sound practice.*
- *Thinks in terms of desired outcomes and holistically across the organization, not just reactively with quick solutions. Finds ways to turn the ideal into reality.*
- *Encourages new ideas, methodologies, and procedures in support of innovation.*