



# Competency Profile: Program Manager



Ontario Network of Employment Skills  
Training Projects (ONESTEP)



## Program Manager

### How to Use This Tool:

This tool is not intended to be used in its entirety. Rather, its purpose is to provide a framework for developing a competency model that is customized to the unique needs of your organization. As you review the tool, select only those functions / requirements / competencies / skills and abilities that are relevant to the particular position you are reviewing, keeping in mind the position as it actually exists in your organization.

This document outlines competencies and corresponding skills and abilities for the Program Manager position. A competency model outlines the desired behaviours required to perform a job well and how these behaviours may be observable on the job.

### Possible uses for this tool:

You may find this tool useful when:

- Creating a job description
- Recruiting, interviewing and hiring new candidates
- Appraising the performance of employees
- Identifying staff training and development needs

**COMPETENCY MODEL: Program Manager**

<b>A. LEADERSHIP</b>		
	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
A1.	Understands group behaviour and team dynamics	Recognizes each staff member's role on the team
A2.	Organizes, leads and facilitates group activities	Takes charge and effectively leads the team
A3.	Promotes a team work environment	Encourages staff to work together to solve problems
A4.	Encourages high-performance engagement of staff in various activities	Encourages staff to participate in committee meetings within and outside the agency
A5.	Develops and implements new approaches to program delivery	Creates new ways of dealing with programmatic issues
A6.	Identifies better, faster or more economical ways to do things	Is able to deliver programs under budget while maintaining customer service standards
A7.	Encourages others to value change	Embraces change with a positive attitude and continually seeks ways to improve program delivery
A8.	Encourages others to put vision into action	Reviews with staff regularly how they delivered on the vision
A9.	Negotiates effectively	Resolves issues with a win-win mentality

<b>B. COMMUNICATION</b>		
	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
B1.	Provides timely and effective feedback about whether task is being performed correctly	Provides regular staff feedback (i.e., on the job, meetings)
B2.	Receives, attends to, interprets, understands, and responds to verbal messages and other cues	Ensures that staff feel they have been heard
B3.	Keeps staff well-informed through a variety of means, including productive and informative group and individual meetings and targeted written communications	Ensures that staff are up-to-date on the latest organizational information
B4.	Expresses clear and concise ideas	Ensures that staff are able to reiterate ideas and concepts
B5.	Provides information to staff in a timely way that maintains co-operative relationships among people	Uses various mediums to present information
B6.	Advocates on behalf of staff	Is able to present staff to senior management for promotion
B7.	Continually gathers data from diverse sources to determine what information employees need to perform their work	Is able to deliver a message from senior management in an effective way
B8.	Proactively seeks ways of increasing opportunities with network of contacts	Is able to tap into the community for resources that help the program

<b>C. ANALYTICAL THINKING</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	C1. Aligns implementation strategies with strategic direction of program	Addresses program changes with strategic direction of the agency
	C2. Analyzes program budget appropriately	Is able to forecast budget shortfalls and overages
	C3. Weighs priorities and ranks tasks	Is able to complete tasks that are important
	C4. Critically reviews, analyzes, synthesizes, compares and interprets information	Is able to solve issues with everyone's concerns in mind
	C5. Recognizes actions and underlying issues	Is able to isolate the symptoms from the cause
	C6. Identifies causes affecting program effectiveness	Is able to drill down to the cause of an identified problems
	C7. Understands the principles underlying the relationship among facts and applies this understanding when solving problems	Breaks down the problems into smaller pieces and finds solutions based on the parts

<b>D. STRATEGIC PLANNING AND ORGANIZING</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	D1. Knows principles involved in strategic planning and co-ordination of people and resources	Links program activities to the organization's strategic plan
	D2. Links program vision to daily activities	Reinforces the program/organization's vision on a regular basis
	D3. Approaches situations in a logical, organized and coherent manner	Provides simple and practical solutions
	D4. Documents program progress succinctly and regularly	Maintains accurate records on program activity
	D5. Prioritizes various competing tasks and performs them quickly and efficiently according to their urgency	Completes important tasks through interruptions
	D6. Considers impact on program and makes appropriate changes	Adjusts program delivery based on impact of forces beyond their control
	D7. Anticipates issues and prepares accordingly	Takes a proactive approach
	D8. Allocates time and resources effectively and co-ordinates efforts with all affected individuals	Is able to prioritize and complete tasks in a timely manner
	D9. Appreciates the importance of balancing work/life	Promotes the importance of work/life balance

<b>E. HUMAN RESOURCE MANAGEMENT</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	E1. Aligns hiring process with program objectives	Ensures that new staff are integrated seamlessly into programs
	E2. Implements training and development strategies that are linked to performance deficiencies	Links staff development plans to training and development initiatives
	E3. Maintains an appropriate level of confidentiality	Demonstrates appropriate disclosure
	E4. Helps staff identify career paths and promotion opportunities in the organization	Reviews staff career development on a regular basis
	E5. Demonstrates sensitivity and respect for the opinions, perspectives, customs and individual differences of others	Recognizes and acknowledges differences in staff
	E6. Mentors employees by giving specific, constructive feedback on how performance can be improved	Has regular informal and formal meetings with staff on performance
	E7. Effectively engages in staff planning and helps to ensure that the program is appropriately staffed to accomplish its goals	Has appropriate number of staff in each program
	E8. Works with staff to solve problems and identify a range of acceptable solutions	Deals with employee issues immediately

<b>F. INTERPERSONAL AWARENESS</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	F1. Shows sincere interest in others and their concerns, and demonstrates sensitivity to the needs and feelings of others	Has appropriate behavioural gestures and discussions
	F2. Maintains unbiased and non-judgmental interactions	Treats clients equally regardless of their situation
	F3. Actively seeks out and carefully considers the merits of new approaches to work	Applies different approaches in different situations
	F4. Deals calmly and effectively with stressful situations	Reacts appropriately during busy times
	F5. Has ability to defuse difficult situations with clients	Is able to come to a resolution that is win-win for all involved
	F6. Recognizes limits and seeks appropriate support	Asks for help when appropriate
	F7. Establishes a high degree of trust and credibility with others	Builds rapport, listens, is non-judgmental
	F8. Recognizes and accurately interprets the verbal and nonverbal behaviour of others	Is positive and open, not quick to judge