



Competency Profile:

Director

Ontario Network of Employment Skills
Training Projects (ONESTEP)



Director

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 Director 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: Director

A. STRATEGIC PLANNING/ACTION	Skills & Abilities	Demonstrated Behaviour
	A1. Establishes long-range objectives and specifies the strategies and actions necessary to achieve those objectives	Clearly demonstrates the direction of the program/organization
	A2. Identifies the most probable short- and long-term consequences of implementing various strategies	Communicates clearly the potential consequences of a strategy
	A3. Confidently implements chosen strategies, despite difficulty and resistance from others	Manages change effectively
	A4. Collaborates across organizational units to ensure buy-in and follow-through on strategies	Seeks co-operation and buy-in from a number of different staff
	A5. Comprehensively considers a wide range of problems that could affect the entire agency	Identifies problems and how to address them
	A6. Identifies emerging trends and forms strategic plans to address them	Is able to communicate internal and external forces impacting the direction of the program
	A7. Skillfully obtains commitment from affected parties to transform strategic vision into reality	Seeks out commitment from a broad range of staff members

B. MANAGING CONFLICT & TEAM BUILDING	Skills & Abilities	Demonstrated Behaviour
	B1. Identifies sources of conflicts, and provides parties with an opportunity to express their point of view	Can easily communicate areas of conflict
	B2. Remains impartial in gathering and verifying information relevant to the conflict	Encourages a wide range of input when dealing with conflict
	B3. Makes healthy use of conflict and disagreement to promote learning and expand team perspectives	Capitalizes on conflict to create growth among staff
	B4. Encourages parties to work together towards problem resolution	Promotes collaboration
	B5. Ensures mutual commitment to a solution	Gets buy-in to working out problems
	B6. Expresses concern for improving relations among team members	Reinforces the concept of working as a team in staff meetings
	B7. Discourages non-productive behaviour such as threats, insults, stereotyping or exaggerations	Manages and deals with negative behaviours affecting the team
	B8. Encourages and builds mutual trust, respect and co-operation among team members	Promotes the team before individuals
	B9. Seizes opportunities and utilizes creative methods to build team co-operation and cohesion	Leads team-building exercises

C. STAFFING	Skills & Abilities	Demonstrated Behaviour
	C1. Effectively engages in staff planning and helps to ensure that programs are appropriately staffed to accomplish their goals	Establishes an effective schedule for staff
	C2. Anticipates obstacles to staff planning, such as shifting economic and political climates, and makes appropriate contingency plans for these possibilities	Consistently discusses staff planning with managers
	C3. Accurately and comprehensively identifies candidate skills needed to perform in vacant position	Manages talent, creates a succession plan and is aware of skills required for various positions
	C4. Assesses candidate qualifications thoroughly and accurately, recognizing and hiring /promoting those who possess the skills needed to fulfill vacant positions.	Is aware of the competencies required for various positions

D. PREPARING & EVALUATING BUDGETS	Skills & Abilities	Demonstrated Behaviour
	D1. Gathers and studies all relevant data when developing budgets	Conducts research on a regular basis
	D2. Ensures that budget proposals incorporate all elements required by funder	Submits comprehensive and accurate budgets to funder
	D3. Translates organizational objectives, priorities, and analysis of current resources into accurate budget proposals	Creates effective budgets that meet departmental and/or organizational needs
	D4. Understands and is aware of the cost of delivering services	Prepares highly accurate and precise cost estimates
	D5. Recognizes and corrects misstatements or errors of omission in budget proposals	Submits proposals with few errors or omissions
	D6. Is aware of the organization's strategic direction and future goals	Prepares budget justifications and proposals that reflect the strategic objectives of the agency
	D7. Understands senior management's needs and requirements	Submits proposals that support the objectives and departmental goals of the senior management team

E. DEVELOPING & MENTORING	Skills & Abilities	Demonstrated Behaviour
	E1. Mentors employees	Gives employees specific, constructive feedback on how performance can be improved
	E2. Develops employees	Is aware of professional development opportunities internally and provides employees with opportunities to develop skills on the job
	E3. Creates development plans for staff	Encourages employees to attend relevant training and workshops to broaden skills
	E4. Reinforces the importance of learning	Provides support and encouragement during the learning process
	E5. Links changes in sector to professional development opportunities	Anticipates future changes in work tasks due to changing economic and/or political climates, and provides employees with developmental opportunities that prepare them for these changes
	E6. Helps employees identify career problems including lack of advancement, interpersonal conflicts and burnout	Promotes the importance of work/life balance

F. INFORMING	Skills & Abilities	Demonstrated Behaviour
	F1. Continually gathers data from diverse sources to determine what information employees need to perform their work	Seeks out information useful to staff performance
	F2. Disseminates information to employees in a timely, efficient manner	Communicates regularly to staff
	F3. Keeps employees well-informed through a variety of means, including productive and informative group and individual meetings and targeted written communications	Conducts regular staff meetings
	F4. Highlights important information in communications and avoids flooding employees with irrelevant information	Filters out irrelevant information for specific staff
	F5. Monitors internal and external environments to determine if additional information is required for employees to perform tasks	Is involved in a variety of sector-specific groups that provide exposure to best practices
	F6. Informs employees when changes occur that affect them and distributes updated information when necessary	Has an open communication channel with staff