GENERIC COMPETENCY DEFINITION

Competency indicators are defined by individual performance behaviours that are observable, measurable and critical to successful individual and corporate performance. It is also a set of personal characteristics enabling individuals to rely on their abilities to adapt to new situations. These competencies allow the evaluation of the affinity and adequacy levels of the individual with their functions within the Business Unit.

Competency combines the knowledge and know-how required and necessary to accomplish a task. Competency applied to a given position varies considerably depending on an individual’s tasks. These competencies often offer a means to predict the impact an individual will have in his position. They are therefore valuable indicators to evaluate an individual’s chances of success.

TABLE OF CONTENTS

Analysis.......................................................................................................................................................................27
Business Acumen........................................................................................................................................................27
Change Management and Adaptability........................................................................................................................28
Customer Focus...........................................................................................................................................................28
Creativity and Innovation............................................................................................................................................29
Decision Making.........................................................................................................................................................30
Decision Quality..........................................................................................................................................................31
Influence......................................................................................................................................................................31
Initiative.......................................................................................................................................................................32
Integrity and Trust.......................................................................................................................................................33
Interpersonal Skills......................................................................................................................................................33
Learning Abilities.........................................................................................................................................................34
Listening and Responding...........................................................................................................................................34
Managing for Results...................................................................................................................................................35
Organizational Agility....................................................................................................................................................35
Organizing Work.........................................................................................................................................................36
People Development....................................................................................................................................................36
Perseverance................................................................................................................................................................37
Self Confidence..............................................................................................................................................................38
Team Leadership..........................................................................................................................................................39
Technical Expertise and Learning...............................................................................................................................39
Visioning.....................................................................................................................................................................40
Working With Others..................................................................................................................................................41
Analysis

The ability to gather relevant information, notice relationships between different pieces of information, reason from cause to effect and generate effective solutions to practical problems.

Proficiency Levels

1) Unskilled:
Not a disciplined problem solver; may get impatient and jump to conclusions too soon; does not verify accuracy of work or data; may not stop to define and analyze the problem; may miss the complexity of the issue and force it to fit what feels comfortable; may not know how to ask penetrating questions or see hidden patterns.

1a) Overused skill symptoms:
May tend toward analysis paralysis; may wait too long to come to a conclusion; may not set analysis priorities; may get hung up in the process and miss the big picture; may make things overly complex; may do too much of the analysis personally.

2) Basic
Gathers information from immediately available resources recognizing when a current situation is very similar to a past situation. Makes straightforward causal links and generates possible solutions. Checks work for accuracy before handing it off to someone else.

3) Intermediate
Goes beyond immediately presented information, probing deeper to get at the root of a problem. Notice trends, patterns or missing pieces. Analyses relationships among several parts of a problem or situation and identifies possible solutions.

4) Advanced
Analyses problems involving multiple interrelated causes. Where necessary, gathers information over an extended period of time and applies complex concepts or methods to generate an effective solution.

5) Expert
Analyses complex problems involving multiple relationships and interactions where data is incomplete, missing or ambiguous. Where necessary, goes to unusual lengths to gather needed information from a variety of sources. Pulls diverse data together into an integrated picture that provides possible solutions.

Business Acumen

Knowing how businesses work through knowledge of general business principles, practices, trends and information affecting the organization. Having insight into the competition and an awareness of how strategies and tactics work in the marketplace. Understands what drives shareholder value.

Proficiency Levels

1) Unskilled:
Doesn’t understand how businesses work; not knowledgeable and up-to-date about current and future policies, trends and information affecting own business and organization; doesn’t know the competition; is unaware of how strategies and tactics work in the marketplace.
1a) **Overused skill symptoms:**
May overdevelop or depend upon industry and business knowledge and skills at the expense of personal, interpersonal, managerial, and leadership skills. May result in pigeon-holing as a business technician.

2) **Basic**
Demonstrates a limited understanding of general business principles. Has little or no directly relevant business experience.

3) **Intermediate**
Demonstrates a fair understanding of general business principles. Has some business experience or training. Demonstrates moderate levels of market awareness. Acts with an understanding of how own role impacts the team.

4) **Advanced**
Demonstrates a good understanding of general business principles. Has high level of business experience or training. Understands how to control costs and product profitability. Demonstrates market and competitor awareness. Acts with understanding of how team impacts company's bottom line.

5) **Expert**
Demonstrates an excellent understanding of general business principles. Has a high level of business experience or training. Is sales conscious and seeks efficiency in maximizing gains and profitability. Has an excellent understanding of the market and a detailed knowledge of the competition.

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**Change Management and Adaptability**

The ability to maintain effectiveness in a changing environment.

**Proficiency Levels**

1) **Unskilled:**
Not very flexible; can't shift gears readily; tries to get everything done one way; may overtly/covertly resist change and those acting as agents for change.

1a) **Overused skill symptoms:**
May trigger changes too rapidly without thinking through the needs and benefits of the change; change for change sake

2) **Basic**
React positively to change, co-operating readily with revised methods and priorities.

3) **Intermediate**
Ensures team understands need for change. Redirects self and team's efforts and adapts team's approach in the face of new opportunities.

4) **Advanced**
Smoothes the path of change, especially in the face of conflict. Successfully translates new goals into practical processes.

5) **Expert**
Anticipates and prepares for change. Introduces timely policies to exploit the best advantages of change. Make significant organizational changes.
Customer Focus

The dedication to meeting the expectations and requirements of internal and external customers.

Proficiency Levels

1) Unskilled:
Doesn’t think of the customer; may not solicit customer input; may be unwilling/unable to handle criticism and complaints; may not know how to listen.

1a) Overused skill symptoms:
May be too willing to change established processes and timetables to respond to unreasonable customer requests thereby negatively impacting the company’s bottom line.

2) Basic
Personally follows through on customer inquiries and requests. Takes personal responsibility for correcting customer service problems. Corrects problems promptly and undefensively.

3) Intermediate
Understands the customer’s business and seeks information about the real, underlying needs of the customer, beyond those expressed initially. Matches these to appropriate products and services.

4) Advanced
Makes concrete attempts to add value to the customer. Acts to make things better for the customer in some way. Works with a long-term perspective in addressing customer’s issues.

5) Expert
Becomes intimately involved in customer’s decision-making process. Influences own organization to act in customer’s best interest. Co-operates with the customer, acting as a trusted professional partner and advisor.

Creativity and Innovation

The ability to create and introduce new ideas, methods or processes to the workplace to improve performance or further innovation of the product.

Proficiency Levels

1) Unskilled:
May be unreasonably attached to the past and prefer only the tried and true; avoids risk and doesn’t seek to be bold or different; may chill the creative initiatives of others; may not use experiments to learn and improve; may not understand creativity and the process of innovation.

1a) Overused skill symptoms:
May get so infatuated with marginally productive ideas that time and resources are unnecessarily wasted; may get involved in too many things and ignore some essential activities that may seem mundane or less interesting; may lose focus of the overall objectives, vision and priorities of the firm/department.

2) Basic
Creates or introduces ideas, methods or processes that are new to the job or work unit. Applies ideas and models from outside own frame of reference – thinks outside the box.
3) Intermediate
Constructively contributes to continuous improvement by understanding and promoting techniques and lateral thinking which avoid premature critical analysis. Is not overly influenced by current thinking or methodologies – breaks the mold.

4) Advanced
Recognizes and rewards creativity in others. Allows others to experiment, try out new things and learn. Fosters the introduction of new ideas, methods or processes.

5) Expert
Recognizes and rewards others for fostering a creative environment and a learning culture. Ensures that any unfruitful paths are analyzed for key learnings and shared openly with others.

Decision Making

The ability and willingness to make good decisions in a timely manner based upon a mixture of analysis, wisdom, experience and judgement, sometimes with incomplete information and under tight deadlines.

Proficiency Levels

1) Unskilled:
Slow to decide or to declare; may be risk averse; may choose the quick decision before appropriate analysis; may take too narrow a perspective or base decisions on prejudices and personal bias.

1a) Overused skill symptoms:
May jump to conclusions too quickly and take action before reasonable consideration of the information at the expense of the interests of the business. May be perceived as a loose cannon.

2) Basic
Delivers required routine decisions when all the necessary information is available, having judged a range of standard options. Make judgements based on facts, and stated company policies and guidelines. Evaluates the situation objectively and considers impact on other individuals and groups.

3) Intermediate
Makes timely decisions without delay, having judged a number of differing opinions. Judges situations considering several possible alternatives and objectively weighing the pros and cons. Considers the impact of current decision on future or concurrent activities in own and other departments.

4) Advanced
Makes a timely decision when the consequences of the decisions involve some risk to business results, self or the team. Balances the potential gains against the risks and makes the decision without hesitation. Judges situations where different parties hold different views. Considers many different alternatives.

5) Expert
Makes a decision in complex, ambiguous or highly risky situations, without undue hesitation, where the consequences of the decision have broad and/or long-term implications for the success of the business. Makes objective judgements that have long-term impact on the organization, assesses the risks and all future implications.

Decision Quality
The ability to be rational, objective and unbiased when making decisions or taking actions. This is about selecting the best solution/option after completing analysis and before delivering a decision.

**Proficiency Levels**

1) **Unskilled:**
Goes with quick solutions, conclusions and statements before analysis; may rely too much on self; may not use orderly decision methods, models or ways to think; may jump to conclusions based on prejudices. Doesn’t take time to define the problem before deciding what to do; may wait too long or agonize over a decision;

1a) **Overused skill symptoms:**
May see him/herself as overly wise or close to perfect; may be seen as stubborn and not willing to negotiate or compromise; may get frustrated when advice is rejected; may not relate well to less data-based people.

2) **Basic**
Judges straightforward situations rationally, taking into accounts the necessary facts, information and stated company policies and guidelines. Evaluates the situation objectively.

3) **Intermediate**
Judges situations considering several possible alternatives and objectively weighing the pros and cons for each. Judges situations involving moderate levels of risk.

4) **Advanced**
Judges situations where different parties hold different views. Considers many different alternatives. Checks all assumptions, avoids any personal bias and carefully assesses the risks.

5) **Expert**
Make objective judgements that have long-term impact on the organization. Takes into account all possible sources of information, assesses risk and future implications.

**Influence**

The ability to persuade or influence other people to accept a point of view, to adopt a specific agenda or to take a course of action using a variety of communication methods and styles.

**Proficiency Levels**

1) **Unskilled:**
May misuse humour by being untimely or inappropriate or may be humourless. May not be a clear communicator; may not realize the impact of personal style; may not recognize the importance of or have poorly developed written and oral communication skills. May be unaware of or ignore audience signals when presenting.

1a) **Overused skill symptoms:**
May fail to research or prepare a topic sufficiently since they feel that the can convince others simply by using charisma. Sustained efforts of coalition building and behind-the-scene influencing can also lead to a negative backlash.

2) **Basic**
Uses direct persuasion in attempt to influence. Presents logical arguments, data, and concrete examples. Organizes facts and arguments clearly.
3) Intermediate
Adapts presentation or discussion to appeal to the interest or perspective of others. Anticipates impact of action or words.

4) Advanced
Takes several different actions to influence, with each action tailored to the target audience.

5) Expert
Influences through third parties or uses experts to influence. Assembles coalitions and builds behind-the-scenes support for ideas. Structures situations to influence others’ behaviour.

Initiative

A tendency for taking action to meet immediate challenges or to think ahead and meet future opportunities and challenges. A tendency to look for opportunities to add value and seizing the opportunity to act.

Proficiency Levels

1) Unskilled:
May be slow to act on an opportunity; may be perceived to do a lot of complaining and no acting; may wait to be told what needs to be done; may procrastinate; may not set challenging goals; may not be motivated.

1a) Overused skill symptoms:
Over relying on initiative could cause action to be taken without careful thought of the consequences, thereby leading to sub-optimization of outcomes or missing priorities

2) Basic
Persists in the face of obstacles or rejection. Does not give up when things do not go smoothly. Ensures tasks are completed to agreed standards.

3) Intermediate
Acts without the need for prompting. Recognizes and acts upon present opportunities or addresses present problems quickly and decisively.

4) Advanced
Encourages individuals and groups to take action. Facilitates commitment to continuous improvement. Takes action to create opportunities or avoid problems that are not obvious to others. Creates a sense of urgency in others.

5) Expert
Looks ahead more than one year, takes action to influence events and create opportunities. Establishes clear long-term objectives and develops a pervasive action-based attitude in the team. Encourages and appropriately rewards proactive behaviours.

Integrity and Trust

The ability to stick with principles and values that both earn and foster trust and respect from others during both good and bad times.

Proficiency Levels

1) Unskilled:
Is not widely trusted; may not walk the talk; makes promises that aren’t kept; may blame others for own mistakes; takes credit for others’ work. Makes unethical choices to benefit self over others/business; values
may be out of sync with the organization; makes others uncomfortable; may not realize impact of unethical choices.

1a) Overused skill symptoms:
May attempt to exert pressure on others to conform to own ethical and moral beliefs; may fail to act when faced with an ethical dilemma.

2) Basic
Meets commitments and adheres to company standards, policies and goals in relation to own work activities. Promises only what can be delivered.

3) Intermediate
Walks the talk. Behaves in accordance with own expressed beliefs. Treats others with respect and fairness, sharing credit, visibility and respecting diversity.

4) Advanced
Communicates information upward accurately even when the information is bad news. Remains visible during times of crisis. Rejects unethical shortcuts even when they may appear advantageous.

5) Expert
Deliberately acts as an ethical role model for others. Puts service to customers, welfare of employees and success of the organization before own interests. Seeks systematic solutions to problems rather than assigning blame to individuals.

Interpersonal Skills

1) Unskilled:
Lacks confidence around others; can’t deal with people in conflict; doesn’t build relationships easily; is too direct and blunt at times; doesn’t read others well; doesn’t make a good first impression.

2) BASIC:
Is competent relating to others; makes few missteps with others; is approachable and reflects people’s concerns through active listening.

3) INTERMEDIATE:
Deals with personal conflict well; builds constructive relationships.

4) ADVANCED:
Relates well to people; is tactful and diplomatic in sensitive situations; great on first contact.

5) EXPERT:
Builds long-term relationships; diffuses high tensions situations well; seeks to understand other’s views by adapting their interpersonal approach according to the situation.

Learning Abilities

1) Unskilled:
Learns new things slowly; may be stuck in historical, tried and true methods; uncomfortable with ambiguity and quick to jump to a solution.

2) BASIC
Learns quickly when facing new problems; open to change.

3) INTERMEDIATE:
A relentless and versatile learner; experiments and will try anything to find solutions.

4) ADVANCED:
Enjoys the challenge of unfamiliar tasks; analyses both successes and failures for clues to improvement.

5) EXPERT
Demonstrates agility or versatility in learning to deal with first time or unusual problems; tries to analyse problems carefully or search for multiple clues and parallels; makes sure that all others are at the same level before acting.

Listening and Responding
The ability to accurately listen to others understands their feelings, needs and point of view and then responds appropriately.

Proficiency Levels

1) Unskilled:
Doesn’t listen well; cuts people off and finishes their sentences; many times misses the point others are trying to make; may listen to some groups and not to others; inaccurate in restating the case of others; may seem insensitive.

1a) Overused skill symptoms:
May spend too much time listening and avoid necessary action.

2) Basic
Demonstrates receptivity to information by listening in immediate day-to-day relationships with others.

3) Intermediate
Actively seeks out information about others’ thoughts and perspectives. Asks questions to test understanding. Invites conversation and interaction.

4) Advanced
Based on careful active listening generates responses to others’ thoughts and perspectives, which invite further interaction and openness, both within and across groups, and which positively impacts others’ behaviour.

5) Expert
Accurately assesses the underlying causes of individual, group or company-wide attitude behaviours or concerns. After assessing the situation, responds in a way designed to move the situation forward.

Managing for Results
The ability to direct the activities of others in the best interests of the organization and its customers.

Proficiency Levels

1) Unskilled:
Doesn’t believe in or trust delegation; lacks trust and respect of direct reports; may delegate but does not pass on the authority; doesn’t use goals and objectives to manage self and others; doesn’t provide work in process feedback.

1a) Overused skill symptoms:
May be overcontrolling; may prescribe too much and not empower people; may overdelegate without providing enough direction or help; may have unrealistic expectations for direct reports.

2) Basic
Gives clear direction. Make needs and requirements clear.

3) Intermediate
Explicitly delegates details of routine tasks in order to free self for more valuable or longer-range considerations. Is assertive in delegation and acceptance of tasks from others. Says no to unreasonable request.

4) Advanced
Monitors performance against clear standards. Sets common standards and consistently compares performance against those standards.

5) Expert

Organizational Agility

The ability to understand and learn the power relationships in one’s own or other organizations, identifying who the decision-makers are and who can influence them and predicting how individuals or groups will react to new events or situations.

Proficiency Levels

1) Unskilled:
Doesn’t get things done in organizations beyond his/her area; may lack the interpersonal skills to get things done across boundaries; may reject the complexity of organizations; may lack the experience to now who and where to go.

1a) Overused skill symptoms:
May spend too much time manoeuvring for advantage; may spend too much time and energy working on issues that lack substance; may be seen as too political.

2) Basic
Achieves results by recognizing and using the formal structure of an organization, chain of command, rules and regulations or standard procedures.

3) Intermediate
Achieves results by recognizing and using the informal structure of an organization, including understanding who are the real key players within the organization and who influences them.

4) Advanced
Achieves results by recognizing and using the corporate culture and language of an organization to shape own actions. Understands what can and what cannot be said or done in specific situations.

5) Expert
Achieves results by understanding the reasons for an organisation's ongoing behaviour and or the underlying problems/opportunities and /or political forces impacting the organization in relation to the external world.
Organizing Work

The ability to establish a clearly defined course of action to accomplish goals and to organize work efforts.

Proficiency Levels

1) Unskilled:
Doesn’t plan; doesn’t follow an orderly method of setting goals and laying out work; doesn’t pull resources together effectively; may rely too much on self; may do things at the last minute and work long hours to finish projects; may not anticipate or be able to see how multiple activities come together.

1a) Overused skill symptoms:
May be overly dependent on rules, regulations and procedures; may be inflexible and have trouble dealing with change; may be intolerant to normal chaos; may want to do things only his/her own way; may lose effectiveness when things don’t go as planned.

2) Basic
Plans and controls own routine work on a day-to-day basis to achieve objectives. Budgets time well. Uses resources and efforts productively.

3) Intermediate
Develops and implements plans for self and/or others that anticipate future short-term, week-to-week needs and objectives.

4) Advanced
Develops and implements plans for others (not necessarily direct reports), anticipating future medium-term, month-to-month needs and objectives. Ensures that group tasks are completed.

5) Expert
Develops and implements long-term strategic plans for others (not necessarily direct reports) involving several action plans which impact other parts of the organization. Recognizes the need for and prepares contingency plans for situations that might disrupt achievement of the strategy.

People Development

The ability to foster the learning and development of other people with an appropriate level of needs analysis, coaching and other support.

Proficiency Levels

1) Unskilled:
Not a people developer or builder; very results driven and tactical; no time for long-term development; won’t assign really stretching (risky) work; thinks development means going on a course; may not hold career discussions.

1a) Overused skill symptoms:
May concentrate on the development of a few direct reports at the expense of the team; may create work inequities as challenging assignments are parcelled out; may be overly optimistic about how far direct reports can grow.

2) Basic
Gives detailed instructions, advice and on-the-job demonstrations. Verifies that others have understood explanation and directions. Provides necessary tools and resources to support development.

3) Intermediate
Identifies team members’ strengths and development needs. Provides ongoing feedback and reinforcement. Reassures and encourages others after a setback.

4) Advanced
Arranges and develops on-the-job experiences, appropriate assignments, formal training or other experiences to foster an individual’s learning development. This extends beyond meeting minimum corporate training requirements.

5) Expert
Identifies broad-based training and development needs to meet future demands. Creates a continuous learning environment for team members, colleagues and customers.

Perseverance

1) Unskilled:
Gives up too soon or moves on to something that’s going better; doesn’t go back with different strategies for the third and fourth try; may hesitate to push when met with conflict, disagreement or attacks; may compromise for less than the original goal or objective.

2) Basic:
Pursues everything with energy, drive, and a need to finish.

3) Intermediate:
Seldom gives up before finishing, especially in the face of resistance or setbacks.

4) Advanced:
Comes back with different strategies for the third and fourth try; does not agree just to get it over with; and does not accept compromises for less than the original goal or objective.

5) Expert:
Incite others to persevere during difficult times; he can make the difference between perseverance and stubbornness; his actions are always perceived as positive and reasonable.

Personal Drive

The drive to work well and achieve results by competing against a standard of excellence.

Proficiency Levels

1) Unskilled:
Doesn’t deliver results consistently; doesn’t get things done on time; wastes time and resources pursuing non-essentials; personally disorganized; does the least to get by.

1a) Overused skill symptoms:
May go for results at all costs without appropriate concern for people, teams, due process, or possibly norms and ethics; may have high turnover due to the pressure for results; may not build team spirit; may not celebrate and share successes.

2) Basic
Works to meet a standard of excellence set by management.

3) Intermediate
Sets a standard of excellence that goes beyond that set by management. Works hard to achieve goals which are a significant stretch but not unrealistic or impossible.

4) Advanced
Sets goals for self or others that create a clear definition of broad, long-term success, and that push the business forward. Takes into account explicit consideration of potential profits or other critical business outcomes.

5) Expert
In the face of uncertainty, commits significant organizational and personal resources to achieve an unusually difficult goal, while taking action to manage the risks involved.

Self Confidence

A belief in one’s own opinions, decisions and capability to accomplish a task and select an effective approach to a task or problem.

Proficiency Levels

1) Unskilled:
Isn't comfortable going it alone; doesn't take the lead on unpopular stands; may avoid or shrink from dispute or conflict; may be afraid to express an opinion; may be reluctant to approach people or be overly self-conscious when speaking.

1a) Overused skill symptoms:
May be a loner and not a good team player or team builder; may not give appropriate credit to others; may be seen as too self-centered.

2) Basic
Appears confident in person. Presents self strongly. Contributes views and opinions firmly. Demonstrates belief in own ability to make a difference.

3) Intermediate
Where appropriate, moves beyond the rule book and is willing to act autonomously. May act (within bounds of authority) even when others disagree.

4) Advanced
Takes on challenging or risky assignments. Is excited by a challenge. Looks for and gets new responsibilities.

5) Expert
Willing to challenge management, customers or those in power. States own view clearly and confidently, but politely, even in a conflict.

Team Leadership

The ability to take on a role as leader of team or other group. It involves taking action to increase the motivation of team members to achieve business goals.

Proficiency Levels
1) Unskilled:
May be more comfortable following; may be unwilling to take the heat; may be too concerned about being liked, correct or above criticism; may be conflict shy or lack perseverance; may not display a sense of urgency.

1a) Overused skill symptoms:
May not treat others as unique individuals; may slow down reasonable process by having everything open for debate; may be ineffective on his/her own.

2) Basic
Acts to promote effective meetings by using key elements for team success. Ensures individual team members are clear about their roles in the team.

3) Intermediate
Plans what needs to be done. Obtains needed personnel and resources. Sets up new or interdisciplinary teams where necessary.

4) Advanced
Ensures that others buy into the corporate mission, goals, agenda, climate, tone, or policy. Models desired behaviour. Builds strength into existing team to balance own weakness.

5) Expert
Adapts management style to fit the situation. Transfers leadership and responsibility to other team members consistent with stage of team development.

Technical Expertise and Learning

The ability and motivation to expand one's own technical/professional knowledge and to share this experience with others.

Proficiency Levels

1) Unskilled:
Doesn't learn new technical skills readily; is among the last to learn or adopt new technology; may be intimidated by technology; may fail to keep skills current.

1a) Overused skill symptoms:
May learn but not act; may overdo learning at the expense of using it; may be seen as too academic; may not relate well to those who can't catch on as quickly.

2) Basic
Demonstrates a basic knowledge of all-important aspects of specialization or profession. Applies this effectively to meet objectives.

3) Intermediate
Maintains “state of the art” knowledge of advances in own field. Applies current knowledge effectively across a range of situations. Shares expertise with others and differentiates own opinions from the company’s position and ability to deliver.

4) Advanced
Enhances performance by applying knowledge to an area outside own core speciality. Acts as a resource outside own team or unit.
5) Expert
Seeks opportunities to influence and raise levels of awareness of new technology outside the company and demonstrates this during interviews/presentations, by writing articles in technical/professional journals, etc.

Visioning

The ability to understand, implement and demonstrate personal commitment to CAE goals in order to motivate others to embrace a compelling future goal.

Proficiency Levels

1) Unskilled:
Can’t communicate or sell a vision; not a good presenter; uncomfortable speculating on the unknown; isn’t charismatic or passionate enough to excite and energize others; more comfortable in the here and now.

1a) Overused skill symptoms:
May leave people behind; may lack patience with those who don’t understand or share his/her vision and sense of purpose; may lack appropriate detail-orientation and concern for administrative routine; may lack follow-through on day to day tasks.

2) Basic
Understands and personally follows the company code of practice, values and vision as developed by others. Aligns with company vision and mission.

3) Intermediate
Develops practical activities for the team aligned with CAE’s vision and values to achieve team’s objectives.

4) Advanced
Develops initiatives designed to change behaviours and implements new initiatives in line with CAE’s vision and values.

5) Expert
Orchestrates a process that engages the organization in crafting and identifying a vision to create a compelling future. Implements the vision to achieve valued results.

Working With Others

The ability to work with others as part of a team, as opposed to working separately or competitively.

Proficiency Levels

1) Unskilled:
Not good at cross boundary relationships; not open to negotiation; not seen as a team player; may withhold resources from other team members; may be very competitive; may be uncooperative; may not work well with people who are unlike him/her in some perceived way; may be prejudiced.

1a) Overused skill symptoms:
May touch base with too many peers and be overly concerned with making everyone happy; may be too accommodating; may be ineffective working alone.

2) Basic
Keeps people informed and up-to-date about the group process. Shares all relevant or useful information.
3) Intermediate
Values others’ input and expertise. Solicits their input, ideas and expertise using their contributions to make
decisions/plans and/or applies these learning later. Invites all members of a group to contribute to a
process.

4) Advanced
Publicly credits others who have contributed or performed well. Encourages and empowers others. Acts to
promote good morale and cooperation. Brings conflict within the team into the open.

5) Expert
Encourages or facilitates a beneficial resolution to conflict within the team. Where necessary reallocates
tasks, responsibilities and reporting lines in order to move the situation forward.