

# City of Vancouver Competency Framework

City of Vancouver Core Competencies		
Competency	Desired behaviors	As evidenced by:
<p><b>Adaptability</b> The ability to quickly adapt to organizational change. People who exhibit this competency are willing to learn new ways to accomplish work that creates benefits for the City of Vancouver and the community</p>	<ul style="list-style-type: none"> <li>• Demonstrates a high level of tolerance for ambiguity and change.</li> <li>• Recognizes differences in individual approaches to change and adapts support strategies accordingly.</li> <li>• Operationalizes change initiatives into tactical plans and actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Readily adapts to new ways of doing things and shows willingness to undertake training to learn new skills.</li> <li>• Helps others to deal with change and changing job requirements.</li> <li>• Manages change initiatives with outstanding results.</li> </ul>
<p><b>Accountability</b> Assumes personal responsibility for one's personal and professional actions and behaviors.</p>	<ul style="list-style-type: none"> <li>• Recognizes mistakes and holds self-responsible for outcomes.</li> <li>• Understands how one's own role contributes to meeting team's objectives.</li> <li>• Proactively clarifies work processes and contributes to meet and exceed expected results.</li> <li>• Holds team members accountable for assignments and goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates consistency in achieving goals and meeting deadlines.</li> <li>• Meets goals (on time, on or under budget, reliable work products and services).</li> <li>• Assumes responsibility for ensuring team members' success.</li> </ul>

Competency	Desired behaviors	As evidenced by:
<p><b>Inclusion</b> Honors differences among people and upholds the value of respect. Ensures that everyone has the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential.</p>	<ul style="list-style-type: none"> <li>• Demonstrates respect and understanding of individual differences, e.g., language, thought processes, work styles, etc.</li> <li>• Continues to learn regarding the challenges of a multi-cultural workforce and community and adapts behavior accordingly.</li> <li>• Actively seeks feedback from people of varied backgrounds and experiences to make decisions. Uses this information to improve overall decision making, and processes and services offered.</li> <li>• Addresses unfair and unethical practices and behaviors that affect individuals and teams.</li> <li>• Acknowledges unique experiences, backgrounds and perspectives; draws upon differences as assets.</li> </ul>	<ul style="list-style-type: none"> <li>• Always shows respect for others.</li> <li>• Serves as a role model as someone who can work effectively with all types of work styles.</li> <li>• Creates, builds and maintains long-term meaningful relationships with community- based organizations that serve diverse communities.</li> <li>• Defends equal treatment and promotes opportunities for those within the communities we serve.</li> </ul>
<p><b>Integrity</b> Holds oneself to a high standard of professional, honest, ethical and objective behavior.</p>	<ul style="list-style-type: none"> <li>• Adheres to the standards of personal and professional conduct based on the Six Leadership Practices (The Vancouver Way) and COV Values.</li> <li>• Respects and values others' perspectives and contributions even when styles and approaches are different.</li> <li>• Expects honesty from self and others.</li> <li>• Looks for ways to build stronger teams by bringing together individuals with different styles and approaches and leveraging their strengths.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies and eliminates behaviors and actions that may potentially involve unethical dilemmas and/or conflicts of interest.</li> <li>• Recognizes subtle, ethical dilemmas, as well as inequalities and injustices, and seeks advice or support to resolve them.</li> <li>• Models and reinforces ethical standards for individuals, teams, in their professional field, and COV.</li> <li>• Demonstrates respect and credibility in thought and action.</li> </ul>

Competency	Desired behaviors	As evidenced by:
<p><b>Innovation</b> Applies original or creative thinking to improve processes, methods, systems, products, and/or services.</p>	<ul style="list-style-type: none"> <li>• Questions others to help them think through a challenge to achieve the greatest positive impact on organizational performance.</li> <li>• Is open to contradictory ideas.</li> <li>• Relies on experimentation as a path to improvement.</li> <li>• Looks for opportunities to move beyond the status quo to create non-traditional outcomes.</li> <li>• Willing to take focused risks and learns from failure.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes focused risks and learns from failure.</li> <li>• Courageously identifies and addresses difficult issues.</li> </ul>
<p><b>Customer Focus</b> Anticipates, assesses, and responds effectively to the needs of diverse customers, both internal and external.</p>	<ul style="list-style-type: none"> <li>• Routinely seeks information to better understand customer needs and requests.</li> <li>• Proactively keeps customers informed.</li> <li>• Develops and implements solutions and outcomes, meeting, and exceeding community expectations.</li> <li>• Proactively identifies needs of customers and communicates effectively across differences.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes and maintains effective relationships with customers.</li> <li>• Exceeds time and quality standards for customer service.</li> <li>• Responds effectively and promptly to community inquiries, requests and concerns.</li> </ul>
<p><b>Stewardship</b> Demonstrates a commitment to responsible use of organizational resources.</p>	<ul style="list-style-type: none"> <li>• Plans imaginatively and pursues opportunities for tomorrow's community and their needs.</li> <li>• Makes good business decisions with the public benefit in mind.</li> <li>• Makes and adheres to policies that recognize the ethics of government spending.</li> <li>• Makes decisions that are consistent with the City's commitment to sustainability.</li> <li>• Interacts dynamically with internal and external stakeholders to produce results.</li> </ul>	<ul style="list-style-type: none"> <li>• Inspires peers and team to achieve optimal productivity and efficiency.</li> <li>• Demonstrates sound, responsible, honest and transparent resource management.</li> </ul>

Competency	Desired behaviors	As evidenced by:
<p><b>Teamwork and Collaboration</b> The ability to effectively work with individuals, teams and organizations inside and outside of one's immediate work area.</p>	<ul style="list-style-type: none"> <li>• Ensures information is relevant and timely and shares it with others.</li> <li>• Shares internal and external best practices with colleagues and asks for feedback from others about new ideas and solutions.</li> <li>• Understands how to deal effectively with the challenges of a multi-site service delivery model.</li> <li>• Joins freely with colleagues across organizational and city boundaries to advance the interests of the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies and addresses cross-team and cross-COV issues quickly.</li> <li>• Seeks timely and useful feedback and acts upon it.</li> <li>• Defines success in terms of team outcomes.</li> <li>• Recognizes and shows appreciation for results achieved by staff throughout the City.</li> </ul>
<p><b>Self and Social Awareness</b> The conscious knowledge of one's own character, biases, motives, feelings and goals and their impact on others.</p>	<ul style="list-style-type: none"> <li>• Pursues opportunities to increase self-awareness through feedback, learning, self-reflection and observation of the impact of actions on others.</li> <li>• Asks questions, listens actively and understands less obvious reasons for other's concerns and behaviors.</li> <li>• Expects honesty from self and others.</li> <li>• Cares for the health, well-being and performance of oneself and colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes decisions, takes actions, and chooses options, being mindful of the potential impact on the organization, the community and the team.</li> <li>• Understands one's positional power and uses it appropriately.</li> <li>• Engages others in change processes and actively involves them through the processes so that nobody is 'left behind'.</li> </ul>
<p><b>Continuous Learning</b> The ability to demonstrate a clear understanding of the need to continuously learn and improve one's skills.</p>	<ul style="list-style-type: none"> <li>• Thinks deeply and sees new possibilities, with conceptual flexibility and with COV's visions and goals in mind.</li> <li>• Learns fast and transfers learning.</li> <li>• Seeks out opportunities to gain additional work exposure and experience.</li> <li>• Shares knowledge, insights, and experiences from own career to help others in their learning.</li> <li>• Pursues and applies new skills and knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Keeps current on industry trends and best practices.</li> <li>• Actively pursues learning opportunities.</li> <li>• Provides insight and expertise to others on how to develop new solutions.</li> <li>• Is an effective team player who adds complementary skills and contributes valuable ideas, opinions, and feedback to management and colleagues.</li> <li>• Pursues continuous learning and seeks challenging assignments.</li> </ul>

### Additional Competencies for Directors/Managers/Non-Represented Supervisors

Competency	Desired behaviors	As evidenced by:
<p><b>Vision</b> The ability to articulate the goals and vision of the organization and department, ensuring both are aligned and well understood internally and externally.</p>	<ul style="list-style-type: none"> <li>• Analyzes department strengths and weaknesses and then combines this information with industry, market and organization knowledge to develop long-term strategy(ies).</li> <li>• Allocates resources, allows for contingencies and ensures that short-term and long-term plans fit with the larger needs of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports internal and external programs and projects in a manner that demonstrates commitment to staff.</li> <li>• Proactively assesses the need for change and allocates appropriate resources to facilitate change</li> <li>• Models positive and appropriate behaviors and inspires others to undertake challenging tasks and projects.</li> <li>• Promotes new and innovative approaches that will improve efficiency and/or effectiveness.</li> </ul>
<p><b>Project Management</b> The ability to manage each stage of a project or program, ensuring that expectations related to productivity are achieved and that commitments are met in a timely manner.</p>	<ul style="list-style-type: none"> <li>• Clearly defines roles and responsibilities.</li> <li>• Determines necessary resources and delegates appropriately.</li> <li>• Proactively addresses obstacles and interpersonal conflicts that are, or may, impede the success of the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Produces high standard work that reflects well on the organization.</li> <li>• Adheres to budgets, communicates budget concerns and tracks expenses.</li> <li>• Role models effective collaborative team behaviors</li> </ul>
<p><b>Leading Cross-Culturally</b> Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision, values and goals of COV</p>	<ul style="list-style-type: none"> <li>• Promotes a culture of respect inclusiveness and appreciation of diverse perspectives, backgrounds and values.</li> <li>• Sets standards and role models cross culturally inclusive behaviors (respect for different perspectives, zero tolerance for “isms” in the workplace, etc.).</li> <li>• Aligns organizational resources to enhance cross cultural effectiveness for programs and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates principles of cross-cultural effectiveness in overall communications and all practices relating to recruitment, selection, team and individual development and promotion and retention.</li> <li>• Implements solutions to support COV diversity initiatives</li> <li>• Recognizes, works with and effectively communicates with different work styles.</li> <li>• Team and work environment behaviors are respectful of each employee.</li> </ul>

Competency	Desired behaviors	As evidenced by:
<p><b>Managing Employee Performance</b> The ability to take action to ensure that employees fully understand their roles, responsibilities, and performance expectations.</p>	<ul style="list-style-type: none"> <li>• Continually assesses and clearly communicates progress on work goals and objectives.</li> <li>• Enables employees to voice concerns. Is willing and able to facilitate conflict resolution processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides ongoing feedback and support as employees strive to achieve expectations.</li> <li>• Handles sensitive or difficult issues with confidence and does not hesitate to make difficult decisions.</li> <li>• When necessary, takes timely and progressive disciplinary actions that are consistent, well-documented and defensible.</li> </ul>