

Job Classification and Competencies Required Community Social Services Workers

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Administration

Center Organization

Skill or Competency	Required	Low	Average	High	Development
1. Handling of mail					
2. Messages					
3. Setting appointments					
4. Task lists					
5. Work scheduling					

Computer Programs

Skill or Competency	Required	Low	Average	High	Development
1. WordPerfect 6					
2. Windows					
3. Electronic Mail					

Documentation and Comprehension

Skill or Competency	Required	Low	Average	High	Development
1. Complete and file client forms and documentation					
2. Able to use a Table of Contents and Subject Index					
3. Able to follow office procedures and manuals					
4. Compile statistical information					

Managing Budgets

Skill or Competency	Required	Low	Average	High	Development
1. Understands the budget process					
2. Aware of budget allocation					
3. Forecasts capital and expense requirements					
4. Tracks expenditures in compliance with budget					

Managing Files

Skill or Competency	Required	Low	Average	High	Development
1. Explain why a good filing procedure is important					
2. Describe the (6) techniques for maintaining an orderly filing system					
3. Able to name and recognize documents and forms found in a client file					
4. Sort documents, forms, records and files in appropriate order					
5. Able to describe the purpose of documents, files and forms					
6. Able to identify which files, documents and forms are current					

Office Equipment

Skill or Competency	Required	Low	Average	High	Development
1. Telephone					
2. Fax					
3. Photocopier					
4. Computer					

Client Focus

Client Focus

Skill or Competency	Required	Low	Average	High	Development
1. Able to gather information about client and his/her situation/needs					
2. Able to describe culturally different standards and behaviors					
3. Builds client trust and relationships					
4. Elicits client feedback					
5. Successfully arranges client visit/appointment					
6. Follows up and maintains clear communication					
7. Takes personal responsibility to assist client with all medical and social needs					
8. Arranges referrals and other professional interventions as appropriate					

Communications

Impact and Influence

Skill or Competency	Required	Low	Average	High	Development
1. Presents technical arguments					
2. Uses multiple arguments to persuade					
3. Negotiates					
4. Uses complex influence strategies					
5. Influences multiple stakeholders					

Listening, Understanding and Responding

Skill or Competency	Required	Low	Average	High	Development
1. Listens					
2. Acknowledges receipt of instructions					
3. Understands non-verbal clues					
4. Understands cultural influences on communication					
5. Actively listens responsively before drawing conclusions					
6. Effective use of empathy					
7. Acts to help					
8. Accurate assessment of issue or concerns					
9. Responds in a clear, concise, well organized manner					

Making Presentations

Skill or Competency	Required	Low	Average	High	Development
1. Gather and organize information					
2. Prepare a speech for presentation					
3. Speak clearly, slowly and control voice volume					
4. Use simple, understandable words and phrases					
5. Describe techniques for maintaining audience interest					
6. Appropriate use of visual aids					

Writing Skills

Skill or Competency	Required	Low	Average	High	Development
1. Fills in all forms clearly and concisely					
2. Writes clearly, concisely and in an organized manner					
3. Writes complex reports and documents					
4. Prepares educational and media materials					

Continuous Improvement

Concern for Order

Skill or Competency	Required	Low	Average	High	Development
1. Keeps an organized work environment					
2. Checks own work					
3. Shows general concern for order and clarity					
4. Monitors work of others and ensures quality					
5. Tracks data and co-ordinates projects					
6. Develops systems					

Innovation

Skill or Competency	Required	Low	Average	High	Development
1. Uses Basic Rules					
2. Recognizes Patterns					
3. Contributes to New Ideas					
4. Applies and Adapts Concepts					
5. Thinks Creatively					

Problem Solving

Skill or Competency	Required	Low	Average	High	Development
1. Breaks down problems					
1. Sees basic relationships and multiple relationships					
2. Devises plans or conducts complex analyses					
3. Writes clear, simple problem statements					
4. Writes clear, appropriate problem goals and tasks					
5. Develops creative, innovative solutions					
6. Creates new concepts from time to time					

Seeks Information

Skill or Competency	Required	Low	Average	High	Development
1. Asks questions					
2. Personally investigates					
3. Digs deeper					
4. Involves others					
5. Does research					
6. Uses personal ongoing systems of information gathering					

Total Quality Techniques

Skill or Competency	Required	Low	Average	High	Development
1. Understands the basics of total quality					
2. Manages by process					
3. Uses good measurement techniques					
4. Uses good data analysis techniques					
5. Implements the concepts of total quality					
6. Leads organizational transformation					

Leadership

Challenging Bureaucracy

Skill or Competency	Required	Low	Average	High	Development
1. Removes immediate roadblocks					
2. Challenges the status quo					
3. Addresses cultural/corporate barriers					

Coaching

Skill or Competency	Required	Low	Average	High	Development
1. Takes action to increase people's effectiveness					
2. Gives on the spot work progress discussions and behavioral feedback					
3. Coaches for performance and encourages personal and professional development					
4. Possesses mediation, negotiation and conflict resolution techniques					
5. Encourage involvement and initiative					

Employee Development

Skill or Competency	Required	Low	Average	High	Development
1. Establishes Job Definition Worksheets for each position and employee					
2. Identifies and assesses skill and competencies					
3. Provides ongoing positive performance feedback					
4. Take action to correct an employees unsatisfactory performance					
5. Develops and reviews quarterly development plans for each employee					
6. Develops a variety of on-the-job training initiatives					

Personal Leadership

Skill or Competency	Required	Low	Average	High	Development
1. Takes personal responsibility					
2. Uses authority appropriately					
3. Inspires others					
4. Leads and manages change					
5. Envisions the future					
6. Conceptualizes strategically					

Team Leadership

Skill or Competency	Required	Low	Average	High	Development
1. Informs					
2. Promotes team efficiency					
3. Positions himself/herself as a leader					
4. Establishes/communicates a compelling vision					
5. Develops a long term direction					

Initiative

Skill or Competency	Required	Low	Average	High	Development
1. Takes direction					
2. Addresses current opportunities or problems					
3. Thinks beyond today					
4. Plans for the future					
5. Uses a long term perspective					

Organizational Awareness

Knowledge of Mandate

Skill or Competency	Required	Low	Average	High	Development
1. Able to explain mission statement					
2. Able to explain philosophy and vision					
3. Understands Goals, Objectives and Values					

Knowledge of Regulations, Policies and Procedures

Skill or Competency	Required	Low	Average	High	Development
1. Has knowledge of and follows regulations, policies and procedures					
2. Interprets regulations, policies and procedures for daily practice					
3. Develops new policies and procedures					

Understanding Organization Politics

Skill or Competency	Required	Low	Average	High	Development
1. Understands formal structures					
2. Understands informal structures and political issues					
3. Uses available resources					
4. Understands climate and culture					
5. Uses organizational power politics					
6. Understands extra-organization politics					

Strategic Business Perspective

Skill or Competency	Required	Low	Average	High	Development
1. Understands basic business fundamentals					
2. Understands business environment					
3. Speaks in business terms and is able to maintain good business relations					
4. Thinks in business terms					
5. Fits business strategy with external environment					
6. Builds a network of contacts					

Self Management

Achievement Orientation

Skill or Competency	Required	Low	Average	High	Development
1. Aims at a job well done					
2. Demonstrates an ability to learn					
3. Improves performance					
4. Sets challenging goals					
5. Sets challenging stretch goals					

Decision Making

Skill or Competency	Required	Low	Average	High	Development
1. Shows good judgement					
2. Willing to makes decisions quickly under pressure					
3. Decisions are high quality					

Flexibility

Skill or Competency	Required	Low	Average	High	Development
1. Adapts to changing methodologies, procedures and trends					
2. Applies rules flexibly and adapts to the situation					
3. Operates well in a dynamic environment					
4. Practices appropriate stress management techniques					

Persistence

Skill or Competency	Required	Low	Average	High	Development
1. Sustains effort when faced with adversity or ambiguous situations					
2. Shows perseverance in effort and/or redirects efforts if need be					

Personal Development

Skill or Competency	Required	Low	Average	High	Development
1. Demonstrates self awareness					
2. Initiates self-development					
3. Creates and implements long term plan					
4. Aware of activities and services offered by professional associations					

Self Confidence

Skill or Competency	Required	Low	Average	High	Development
1. Has confidence in own ability and presents self confidently					
2. Acts independently					
3. States confidence in own ability					
4. Accepts and gives constructive criticism					
5. Seeks out and is stimulated by challenging goals					

Self Control

Skill or Competency	Required	Low	Average	High	Development
1. Restrains strong emotions and resists temptation to behave impulsively					
2. Copes with difficult situations and responds calmly					
3. Manages longer-term stress effectively					
4. Responds constructively and helps others manage stress and takes action					

Values Diversity

Skill or Competency	Required	Low	Average	High	Development
1. No demonstration of overt or inadvertent prejudice or bias					
2. Monitors and modifies own behaviors					
3. Values differences and diversity					
4. Coaches and educates others whose behavior is contrary to appreciating diversity					

Teamwork

Empowerment

Skill or Competency	Required	Low	Average	High	Development
1. Delegates routine tasks					
2. Uses judgment when delegating					
3. Supports and encourages others					
4. Shares power fully					

Teamwork

Skill or Competency	Required	Low	Average	High	Development
1. Expresses positive expectations					
2. Shares information					
3. Builds rapport, trust, confidence and mutual support					
4. Cooperates/creates alignment					
5. Facilitates and guides team process					
6. Builds team spirit					
7. Demonstrates team mastery					
8. Makes work-related contacts					
9. Makes occasional informal					

Work Involvement

Commitment to Authority/Supervision

Skill or Competency	Required	Low	Average	High	Development
1. Understands the significance of authority					
2. Consults with a supervisor or health professional as appropriate					
3. Responds to suggestions and takes prompt action					

Commitment to Job

Skill or Competency	Required	Low	Average	High	Development
1. Displays interest and enthusiasm					
2. Takes initiative					
3. Quality and quantity of work					
4. Is punctual, on the job and working a full shift					
5. Dependability					
6. Sets timelines					
7. Plans and organizes own work and time					

Follows Protocols

Skill or Competency	Required	Low	Average	High	Development
1. Understands local, regional and territorial departmental structure					
2. Aware of and follows all relevant protocols and procedures					
3. Assists in revamping or developing protocols and procedures					

Contributes to a Healthy Work Environment

Skill or Competency	Required	Low	Average	High	Development
1. Maintains a professional attitude, especially under pressure					
2. Can maintain priorities when working under pressure					