ECHO Core Competencies

Drive for Results
Knows what results are important, and focuses resources to achieve them

Basic Level	Medium Level	High Level
• Manages own time well in order to complete allocated tasks on time and with quality. • Aligns the efforts of him/herself and the team to the Office/ECHO objectives. • Asks for feedback.	• Establishes clear, specific goals, expectations, and priorities. • Maintains commitment to goals, in the face of obstacles and frustrations; seeks to understand reasons for obstacles and to find ways to overcome. • Takes responsibility and maintains focus until a viable solution can be found.	• Works quickly and effectively to resolve problems and obstacles, even when complex circumstances occur. • Manages own time exceptionally well and frequently completes tasks early and with higher-than-expected quality. • Frequently uses fewer than expected resources while still delivering high-quality work on time. • Takes responsibility for more complex problems and maintains focus until a viable solution can be found.

Conduct in Service (uprightness, honesty and integrity)
Instils mutual trust and confidence, behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

Basic Level	Medium Level	High Level
• Respects the rights of others. • Follows through on commitments. • Accepts personal responsibility and does not shift the blame to others. • Treats others fairly and with respect, demonstrates respect for all differences (e.g., race, gender, ethnic background, disabilities, sexual orientation, age, career levels, style and opinions). • Refrains from behaviour or language that is exclusionary or offensive in nature. • Reports to supervisor on unethical behaviour and practices he/she witness	• Instils a climate of trust by keeping one's word and taking responsibility for one's actions. • Models personal and professional integrity in actions. • Takes action to stop and correct unethical behaviour and practices. • Identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them.	• Encourages staff to discuss potential ethical problems. • Actively promotes a climate of openness and honesty. • Supports others in taking action to assure adherence to regulations. • Ensures that policies and programs for preventing waste, fraud, abuse, and mismanagement are in place and enforced. • Models behaviour, attitudes, and actions expected of all staff.

Accountability
Accepts responsibility for own actions and decisions and demonstrates commitment to accomplish work in an ethical, efficient and cost-effective manner. Complies with established control systems and rules.

Basic Level	Medium Level	High Level
• Accurately completes established protocols and adheres to schedules. • Accepts responsibility for assigned work. • Follows through and meets personal commitments to others on time. • Manages time effectively, meets deadlines, and achieves established goals and objectives. • Assumes responsibility for consequences.	• Seeks and assumes responsibility for tasks and deliverables. • Removes obstacles to efficient use of resources. • Assesses multiple demands and competing priorities and identifies solutions to handle critical work demands. • Takes the initiative to help peers meeting deadlines.	• Takes responsibility for own and team's tasks and deliverables. • Models collaborative problem solving. • Delegates work to staff to ensure responsibilities are completed. • Meets regularly with the team to monitor progress of work plans and provides written feedback to field and regional stakeholders. • Outlines written policies and procedures to ensure consistent adherence by staff. • Finds ways to get team members more involved toward accomplishing of ECHO objectives.

Functional Competencies

Working with others

Able to effectively work and complete assignments in group settings. Works cooperatively, with a positive attitude with others to achieve common goals. Treats others with dignity and respect and maintains a friendly conduct; values the contributions of others.

Basic Level	Medium Level	High Level
• Relates well to people, demonstrating courtesy, tact, and empathy towards others. • Is friendly and optimistic with people they meet. • Listens attentively to people's ideas and concerns. • Demonstrates appropriate and professional behaviour at all times. • Expresses gratitude and appreciation to others who have provided information, assistance, or support.	• Solicits input from team members to solve issues together. • Provides assistance, information, and support to others, to build a basis for future reciprocity. • Maintains stable performance and emotional control when faced with opposition, pressure, hostility from others and/or stressful conditions. • Uses a high degree of tact and diplomacy in working with others. • Coordinates the integration/transition of new team member	• Fosters a collaborative working atmosphere by modelling trust, commitment, pride, and team spirit. • Seeks out opportunities to lend expertise to working groups to maximize outcomes. • Anticipates how others will react to a situation; understands both the strengths and weaknesses of others. • Models and exercises sound judgment regarding personal conduct. • Makes personal commitments in order to build trust and credibility.

Managing and organising information

Gathers and systematically maintains data; determines its importance, accuracy, and effectiveness; and presents it by using in a variety of methods to meet a specific need.

Basic Level	Medium Level	High Level
• Edits, formats and provides inputs to correspondence, reports, documents and/or presentations using work processing, spread sheets and databases meeting quality standards and requiring minimal correction. • Ensures correspondence, reports and documents comply with established ECHO standards.	• Collects and compiles data with speed and accuracy identifying what is relevant and discarding what is not, records it in an accessible manner. • Thoroughly and methodically collects, verifies and records data demonstrating attention to detail and identifying and correcting errors on own initiative.	• Interprets data, draws conclusions and/or identifies patterns which support the work of others.

Strategic thinking and planning (Improve institutional effectiveness/efficiency)

Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

Basic Level	Medium Level	High Level
• Ensures that own activities are consistent with established organizational strategies, priorities and vision. • Explores viable options based on analysis of data/information. • Sets priorities for tasks in order of importance.	• Identifies and plans activities that will result in overall improvement to services • Challenges inefficient or ineffective work processes and offers constructive alternatives. • Anticipates issues and revise plans as required. • Helps colleagues understand the broader vision and how their work relates. • Sets, communicates and regularly assesses priorities.	• Develops mitigating strategies to maximize opportunities and minimize risks. • Recommends adjustment to approaches, priorities and activities based on ECHO's objectives. • Encourages new ideas and innovations from others. • Helps to remove barriers by providing resources and encouragement as needed.

Communication

Effectively conveys information and expresses thoughts and facts. Demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts.

Basic Level	Medium Level	High Level
• Listens actively, asking clarifying questions to verify understanding. • Appropriately expresses own opinion • Communicates intentions, ideas and feelings openly and directly. • Provides straightforward and understandable explanations and rationale.	• Communicates effectively, choosing the best style, channel, and methods according to audience and purpose. • Speaks clearly and can be easily understood; maintains eye contact when speaking with others; summarizes or paraphrases to verify understanding. • Facilitates meetings effectively and confidently, resulting in participants' involvement and the achievement of meeting objectives. • Spells correctly; writes using concrete, specific language; uses punctuation correctly; uses proper grammar; uses an appropriate business writing style.	• Quickly adapts communication style based on the interpretation of audience's reaction. • Consistently delivers accurate, clear, and concise messages orally and/or in writing to effectively inform an audience. • Uses communication skills to address highly complex and/or sensitive issues in a tactful manner. • Reviews and edits communications to ensure they are direct, succinct, and appropriate to the audience.

Customer Orientation

Meets the needs of customers and responds to them in an appropriate manner. Demonstrates a personal commitment to identify customers' needs and continually seeks to provide the highest quality service to all customers.

Basic Level	Medium Level	High Level
• Demonstrates consideration, cooperation and generosity in providing service. • Deals with customers fairly and equitably. Treats all customers with respect and cultural awareness. • Comprehends customers' needs and works within appropriate guidelines and resources to meet those needs. • Takes pride in delivering high quality services and seeks to expand own skills • Communicates with and keeps customers up to date and informed.	• Consistently makes decisions focused on customer needs. • Optimally addresses multiple and sometimes competing customer needs. • Designs tools to evaluate quality of services. • Reviews quality standards and recommends improvements accordingly. • Asks questions to assess satisfaction with service being provided.	• Acts as role model in personal approach to customer focus. • Streamlines procedures based on customer feedback. • Takes time to establish underlying needs of customers beyond those initially expressed. • Creates an environment where team/s are empowered to put customers first. • Continuously monitors delivery to make sure the customer is receiving the service that they want; makes adjustments to improve operational execution.

Adaptability and flexibility

Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

Basic Level	Medium Level	High Level
• Seeks direction, responds positively and readily adapts to a change in the work environment. • Changes behaviour in response to feedback and learns from experience. • Adapts effectively to different situations even when under stress or pressure. • Is open to new ideas and listens to other people's points of view.	• Maintains flexibility in involving others in delivering results. • Remains focused when faced with multiple demands. • Balances and prioritizes competing needs and demonstrates/promotes flexibility in a changing environment. • Anticipates and adjusts for environmental changes and emergent situations. • Develops flexible resources to meet current and future needs. • Readily accepts new technology as part of his/her job and uses it to continually improve efficiency or the quality of his/her work.	• Acts as a change agent by promoting and embracing responsible change to further university mission. • Meets with team to adjust and coordinate schedules to accommodate all team members. • Creates and supports flexibility by introducing procedures which ensure quick turnaround and encourage flexibility in others. • Anticipates and changes strategy before the current method proves to be ineffective. • Motivates staff to respond constructively to change.

Critical Thinking & Problem solving

Identifies and analyses problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions and makes recommendations.

Basic Level	Medium Level	High Level
• Anticipates the consequences of situations. • Acknowledges when one doesn't know something and takes steps to find out. • Gets input from internal/external contacts that are closest to the problem.	• Thinks of several possible explanations or alternatives for a situation. • Identifies the information needed to solve a problem effectively. • Anticipates potential obstacles and develops contingency plans to overcome them. • Considers ECHO's priorities when making decisions or analysing the costs and benefits of various alternative solutions.	• Undertakes complex tasks by breaking it down into manageable parts in a systematic, detailed way. • Presents problem analysis and recommended solution to others rather than just identifying or describing the problem itself.