



# CHIEF EXECUTIVE OFFICER- CORE COMPETENCIES

## **Strategic Orientation**

Links long-range vision and concepts to daily work. Has strategic orientation and moves from understanding business fundamentals and strategies to a sophisticated awareness of the impact of the external environment on strategies and how external factors affect choices.

## **Shaping the Organization**

Works effectively within structures and with stakeholders and relationships within the Town and Region. Identifies the decision-makers and the individuals who can influence them and works with them to achieve objectives. Predicts how new events or situations will affect individuals and groups both within and external to the municipality and utilizes that knowledge to achieve the organization's objectives.

## **Leadership**

Creates and communicates a vision and encourages others in its achievement. Demonstrates behaviours that model and support the organization's objectives and values and ensures success.

## **Leading Change**

Initiates, facilitates or implements change. Helps staff and stakeholders understand what the change means to them, builds a shared vision and provides ongoing guidance and support which will generate and maintain enthusiasm and commitment to the change process.

## **Political Acuity**

Deals with the culture of the municipality. Navigates formal and informal channels and networks with the Union, Town Council, external groups, the media and the private sector.

## **Innovation**

Enhances performance by being creative, promoting new ideas and introducing new solutions or processes.

## **Communication**

Exercises a high degree of interpersonal skill, tact and diplomacy. Has ongoing contact and dialogue with members of the Board, Town Council and various stakeholders at all levels. Engages in external contact with the community stakeholders and partners, the Provincial and Federal Governments, the media and related organizations to provide

and exchange information and solve problems. Adapts and tailors the conversation or presentation to a variety of audiences and contexts.

### **Relationship-Building**

Establishes, builds and maintains strong and reciprocal relationships and a network of contacts to keep a pulse on the Library's issues and to make informed decisions. Identifies who to involve and when and how to involve them, in order to accomplish objectives and minimize obstacles.

### **Partnering**

Creates an organizational environment that is open to alliances and attracting partnerships. Able to strategically identify and then approach potential partners based on an understanding of "what's in it" for the partner. Negotiates and manages the strategic nature of alliances and determines when adjustments, fine-tuning or termination of partnerships is required.

### **Customer-First Orientation**

Identifies, meets and exceeds the requirements of both internal staff and external patrons of the Library.

Places a clear emphasis on service to patrons:

- Recognizes the variety of staff at all levels of the organization and accommodates their diverse needs; and
- Recognizes the variety of external customers including patrons, residents, community groups, businesses and other stakeholders

### **Results Orientation**

Shows a desire or drive to achieve or surpass identified goals. Establishes performance objectives and measures to continuously improve own performance, and the standard of excellence across all staff. This includes innovative or entrepreneurial behaviour.

### **Holding People Accountable**

Ensures others meet objectives and expectations in an appropriate and effective manner. Ensures the performance management process is conducted throughout the organization. Provides clear direction and appropriate tools/resources to others as well as the authority to support success.

### **Fiscal Accountability**

Effectively optimizes human, financial and physical resources; undertakes qualitative and quantitative measurement assessments; plans and controls resources to maximize results.

### **Teamwork**

Is part of a team and works co-operatively with staff and other Library's. "Team" is broadly defined as any task or process-oriented group, or individuals, working towards a common goal.