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How the Competencies Relate to the Colleges Values:

Each of the College's competencies is associated with a core value as shown below:

Results Focused Competencies	<ul style="list-style-type: none">• Students first• Distinction
Leadership & Connection Competencies	<ul style="list-style-type: none">• Community• Relationships
Innovation & Change Adept Competencies	<ul style="list-style-type: none">• Distinction• Courage
Indigenous Cultural Awareness Competencies	<ul style="list-style-type: none">• Respect• Community
Integrity & Respect Competencies	<ul style="list-style-type: none">• Respect• Community

Each of these associated competencies are described in detail across levels, each of the levels builds on the competencies that goes before it

- x **Leading Self** Employees
- x **Leading People** Associate Deans, Associate Directors, Chairs, Managers and Supervisors
- x **Leading the College** President, VP's, AVP's, Deans and Directors

Results Focused Competencies

Students First Creating meaningful lifelong educational opportunities of the highest quality for alumni, current, and future students is at the heart of everything we do.

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- x Creating ineffective and inefficient processes and structures that impedes the College from delivering a positive student, employee and client experience.
- x Avoiding tough decisions. Creating or contributing to barriers that stall/stop the institution from moving forward and achieving excellence.
- x Providing unclear direction, coaching, and/or feedback to individuals or team(s) to support the achievement of individual and/or departmental goals.
- x Providing unclear or no direction and planning on departmental goals, nor ensuring alignment with the College's strategic plan.

Leadership & Connection Competencies

Community- We are one College. We enthusiastically embrace the opportunity to work with, learn from, and support everyone we encounter collaboratively and collegially.

Relationships- We steward meaningful relationships built on a foundation of reciprocity. We are compassionate, empathic, and care for the holistic well-being of students, employees, community members, and the land.

Leading Self:

- x Manages one's own reaction and behaviours, and demonstrates empathy, appreciation, and good judgement in interpersonal relationships.
- x Identifies and action opportunities to resolve issues, collaborate, and build connections and effective working relationships.
- x Demonstrates and supports two-way communication, active listening, openness, cooperation, flexibility and the freely sharing of ideas and information with others.
- x Ensures written communication is concise, transparent, and consistent with the College's vision, mission, and values.

Leading People

- x Provides leadership and support to employees through the development of plans and initiatives that supports employee development, learning, recognition and wellbeing.
- x Provides leadership, support and constructive feedback to employees on creating and maintaining effective relationships.
- x Models, fosters and champions an environment that promotes collaboration, openness, two way dialogue, the sharing of ideas, information and resources.
- x Identifies and mitigates barriers, issues, and challenges and supports the alignment and integration of work within the team and department.
- x Builds, and supports others in building, community relationships that supports the College's reputation and brand.

Leading the College

- x

Innovation & Change Adept Competencies

Indigenous Cultural Awareness Competencies

Respect We welcome, embrace, and celebrate that which makes us unique in creating an environment in which every individual is valued, affirming our commitment to human dignity for all.

Community- We are one College. We enthusiastically embrace the opportunity to work with, learn from, and support everyone we encounter collaboratively and collegially.

Leading Self:

- x Understands the importance and purpose of reconciliation.
- x Learns about the correct protocol when approaching Indigenous communities.
- x Seeks to understand Indigenous perspectives, being-aware of personal biases, and participates in opportunities to understand Indigenous culture, decolonization, and the historical context.

Leading People

- x Creates and seeks learning opportunities on Indigenous culture and ways of knowing and being that benefits self and the team
- x Demonstrates a willingness to find answers to questions or concerns regarding Indigenous ways of knowing and doing within the parameters of OC Indigenous issues.
- x Looks for opportunity to enhance ties with Indigenous communities and partners.
- x Weaves Indigenous world views into programs, structures, policies, and practices in a respectful, thoughtful way

Leading the College

- x Commits to an Indigenization plan through engagement with Indigenous communities, and identifies possible changes to college policies, structures, and processes that will benefit all and that will contribute to the process of truth and reconciliation.
- x Takes action to create an organizational environment that is open and that acknowledges and embraces the diversity and distinctness of the Indigenous communities.

Behaviours to Avoid (what this competency is not):

- x Being incurious, closed minded and/or not testing one's own assumptions of people in the Indigenous community.
- x Making false statements, derogatory comments and/or actions towards the Indigenous community.
- x Avoiding and/or not making the effort to become educated on the Indigenous community, perspectives, and reconciliation
- x Hosting College events and/or activities without proper consideration of the Indigenous community, cultural references, and land acknowledgements
- x Avoiding and/or not making the effort to weave Indigenous world views into programs, structures, policies and practices.
- x Avoiding, not pursuing and/or participating in opportunities to enhance ties with Indigenous communities and partners.

