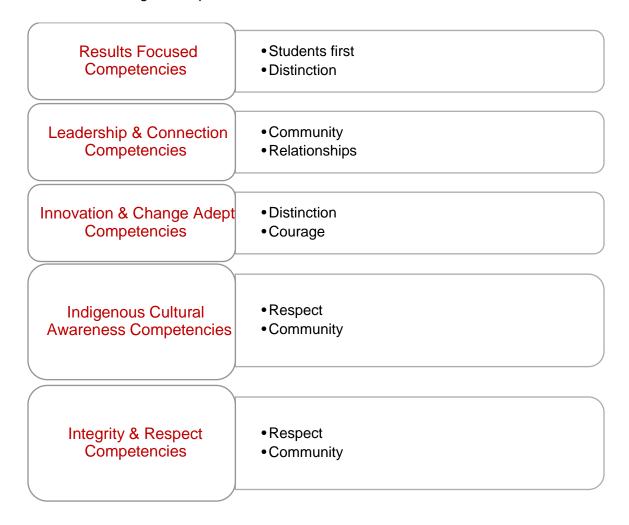
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### How the Competencies Relate to the Colleges Values:

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



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

- x Leading SelfEmployees
- x LeadingPeople Associate Deans, Associate DirectOtsairs, Managers and Supervisors
- x Leading the College President, VP; AVP's Deans and Directors

# Results Focuse6ompetencies

Students First Creating meaningful liftong 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 theutistit 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 uncleaer no directionand 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 wellng of students, employees, community members, and the land.

### Leading Self:

- x Manages one's own reaction and behaviours, and demonstrates empathy, appreciantion, good judgement in interpersonal relationships.
- x Identifies and actionspportunities to resolve issues, collaborate, and build connections and effective working relationships.
- x Demonstrates and supports two 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.

### LeadingPeople

- 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, 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

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# Innovation & Change Adept Competencies

### Indigenous Cultural AwarenesSompetencies

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 toppity 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 Seeksto understand Indigenous perspectives, being-aelfare of personal biases, and participates in opportunities to understand Indigenous culture, decolonization, and the historical context.

### LeadingPeople

- x Creates and seeks learningportunities 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 examples.
- x Looks for opportunity to enhance ties with Indigenous communities and partners.
- x Weaves Indigenous world views into programs, structures, policies, and prantizes spectful, 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 createn organizational environment that is open and that acknowledge and embraces the diversity and distinctness of the Indigenous communities.

### Behaviours to Avoid (what this competency not):

- x Being incurious, closeminded and/or not testing one's own assumptions of people in the Indigenous community.
- x Makingfalse statements, derogatorsomments and/or actions towardse Indigenous community.
- x Avoidingand/or not making the effort to become educated **the** Indigenous community, perspectives, and reconciliation
- x Hosting College events and/or activities without proper consideration of the Indigenous community, cultural references, and land acknowledgetsen
- x Avoiding and/or not making the effort to weave Indigenous world views into programs, structures, policies and practices.
- x Avoiding, not pursuingnd/or participating in opportunities to enhance ties with Indigenous communities and partners.