

HRPOL

Introduction

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INTRODUCTION

- I.1 The Staff of the Non-Public Funds, Canadian Forces (NPF) employees work in non-public property operations, such as CANEX, SISIP Financial Services (SISIP FS) and Personnel Support Programs (PSP) to deliver morale and welfare programs and services to Canadian Forces members and their families
- I.2 NPF is a separate agency within the federal public administration of Canada. It is listed in Schedule V: Separate Agencies of the Financial Administration Act.
- I.3 All positions and employees of NPF have been excluded by the Governor General in Council from the application of the Public Service Employment Act.
- I.4 The Minister of National Defence has been authorized by the Governor General in Council to manage all functions and powers for NPF. That authority has been delegated from the Minister of National Defence to the Chief Executive Officer (CEO) of NPF through the Chief of the Defence Staff.
- I.5 Attached as annex A is the legislative framework of NPF.

POLICY STATEMENT

- I.6 The purpose of the Human Resources Policy for Staff of the Non-Public Funds, Canadian Forces manual (NPF HRPOL) is to give direction and provide tools in order to allow managers to effectively manage NPF personnel in a manner which reflects the mission, vision, values and strategic direction of the organization within the applicable legislative framework.
- I.7 These policies and procedures emphasize effective management and the achievement of results rather than the imposition of controls.
- I.8 NPF Human Resources (HR) policies are subject to change periodically. It is the policy of NPF to amend, revise or repeal policies in the NPF HRPOL as needed; for example, to reflect a legislative requirement, an identified omission to current policies, relevant changes required or when an existing policy becomes obsolete.

OBJECTIVE

- I.9 The objective of the NPF HRPOL is to provide NPF staff with a framework for human resources related decision-making and accountability, and a means of ensuring consistency in application.

DEFINITIONS

- I.10 Definitions pertinent to individual policies will be included in those policies.
- I.11 Attached as Annex B is an explanation of category definitions and types of employment.

I.12 The following vocabulary and definitions are referred to throughout the NPF HRPOL:

- a. Non-Public Property or NPP (Biens non publics) includes:
 - i. all money and property received for or administered by or through CANEX, SISIP FS, PSP, Base/Wing/Unit NPP organizations or other NPP organization; and
 - ii. the programs and activities available at all Base/Wing/Unit locations benefiting the military community, and enhancing the morale and welfare of serving and former CF personnel and their families.
- b. NPF Employees (Employés des FNP) are employees of the Staff of the Non-Public Funds, Canadian Forces.
- c. Base (Base) will be used throughout the manual, but will refer to Base/Wing/Unit, as applicable.
- d. Delegation of HR Authorities – Staff of the Non-Public Funds, Canadian Forces (Délégation des pouvoirs liés aux RH – Personnel des fonds non publics, Forces canadiennes) is an active document available at Annex C to formally sub-delegate human resources authorities in relation to the management of NPF staff.
- e. Office of Primary Interest or OPI (Bureau de première responsabilité) is the responsible office for the identified policy.
- f. Shared Competencies (Compétences partagées) – Within the context of our organization’s mission, six (6) shared competencies have been identified. These are most critical for individual and organizational success, help build a shared vision, and translate this vision into action. These shared competencies are part of our recruiting and selection process, our orientation program and performance management. They are:
 - i. **Client Focus:** Identifying, reviewing and adapting to client needs in order to effectively and efficiently achieve the highest standards of service excellence with a view to expand our capacity and capability to design and deliver best-in-class programs and services.
 - ii. **Organizational Knowledge:** Demonstrating knowledge of CFMWS structure, culture, ethical principles and values, policies and business practices as well as understanding how they impact our environment and the services and programs that we deliver.
 - iii. **Communication:** Communicating both internally and externally in an effective manner, which includes sharing information across the organization and marketing/promoting CFMWS programs and services to clients.
 - iv. **Innovation:** Striving to find innovative solutions, focusing on continuous improvement within CFMWS, successfully adapting to change as well as effectively assessing and managing risk tolerance.
 - v. **Teamwork:** Building effective internal and external working relationships to engage others, collaborate on initiatives, coordinate efforts and leverage diverse expertise.
 - vi. **Leadership:** Acting as a positive influence within CFMWS to inspire, engage and mobilize others in shaping CFMWS to be the best partner now and into the future.

I.13 Refer to Annex D for further details pertaining to our organization’s Talent Management Framework.

ACCOUNTABILITY

- I.14 All personnel management authorities for NPF are delegated to the CEO. The levels of accountability of NPF and the application of the NPF HRPOL are as follows:
- a. Chief Executive Officer (CEO): The CEO is responsible for implementing the strategic goals and directions of the organization and manages the workforce;
 - b. Vice President of Human Resources (VPHR): The VPHR is responsible for providing leadership and coordination of all human resources functions and for developing and implementing corporate human resources strategies and programs;
 - c. Director Human Resources (DHR): The DHR is responsible for overseeing the implementation and application of NPF policies, procedures, and applicable legislation;
 - d. Director of Labour Relations and Compensation (DLRC): The DLRC is responsible for researching, developing, planning, directing, and implementing labour relations / compensation objectives and strategies;
 - e. Director Human Resources Services (DHRS): The DHRS oversees the development, communications and implementation of NPF human resources policies. DHRS is also responsible for the planning, coordinating, directing, and controlling of HR services and programs;
 - f. Regional Manager Human Resources (RMHR): The RMHR is responsible for overseeing the Human Resources activities and policy application as it concerns their region or territory;
 - g. Human Resources Manager (HRM): The HRM is responsible for providing guidance on interpreting and monitoring the application of the NPF HRPOL. Human Resources Manager will be the term used whether it is a Human Resources Manager or Human Resources Coordinator;
 - h. Human Resources (HR) Advisory Committee: This committee is comprised of one representative of each of the divisions and serves as a mechanism for communicating, consulting, exchanging relevant information, obtaining input and feedback from our internal stakeholders on HR initiatives, services and programs. In addition, the committee is responsible for approving/denying Tuition Assistance Program applications, reviewing the applications for the Advanced Learning Program and making recommendations to the Executive Management Board.
 - i. Manager: Managers are responsible for ensuring the correct application of the NPF HRPOL;
 - j. Employee: Employees are responsible for adhering to NPF HRPOL;
 - k. Canadian Forces (CF) members and employees of the core public administration (e.g. DND employees) who supervise NPF employees shall manage these employees according to these policies and the Delegation of HR Authorities – Staff of the Non-Public Funds, Canadian Forces.

APPLICATION

- I.15 These policies apply to all NPF employees, except where otherwise indicated or where a collective agreement is in force that deals with the same or a similar provision. In that case, the collective agreement provisions prevail.
- I.16 Where members of the CF or employees of the core public administration (e.g. DND employees) are also employed as NPF employees, these policies apply to them, but only as it relates to their NPF employment.

ENQUIRIES

- I.17 Enquiries on the interpretation and application of policies are to be directed to the HRM or RMHR and when required, forwarded to the OPI.

ANNEXES

- I.18 The attachments listed below are part of the NPF HRPOL manual:
- Annex A: Legislative Framework
 - Annex B: Category Definitions and Types of Employment
 - Annex C: Delegation of HR Authorities – Staff of the Non-Public Funds, Canadian Forces
 - Annex D: Talent Management Framework
- I.19 Mandatory procedures are termed policy requirements. Supplementary information, guidelines and forms may be included in the policy manual to aid in the application of the policies but do not form part of the policies.

ANNEX A: LEGISLATIVE FRAMEWORK

LEGAL STATUS

- A.1 **Financial Administration Act (FAA):** NPF has been designated a separate agency under Schedule V of the *Financial Administration Act*. Accordingly, NPF is part of the federal public administration and the public service and NPF employees are servants of the Crown or public servants. Subject to provisions of the Order in Council PC 1978-2495 dated 9 August 1978, the human resources management provisions of the FAA relevant to separate agencies apply to NPF. They provide NPF the authority to determine its human resources policies and procedures, manage its employees, impose disciplinary measures and terminate employment.
- A.2 **Public Service Labour Relations Act (PSLRA):** NPF is subject to the provisions of the *Public Service Labour Relations Act*. It contains provisions regarding labour relations, including the right to organize and collectively bargain and the right to file grievances and refer them to adjudication before the Public Service Labour Relations Board.

RELEVANT LEGISLATION TO THE POLICY MANUAL

- A.3 The following legislation and regulations are relevant to the content of this policy manual:
- *Canadian Human Rights Act (CHRA)*
 - *Canada Labour Code, Part II (Occupational Safety and Health) (CLC, Part II)*
 - *Employment Equity Act (EEA)*
 - *Employment Insurance Act (EIA)*
 - *Government Employees Compensation Act (GECA)*
 - *Non-Public Funds Staff Exclusion Approval Order (SOR/82-361a)*
 - *Non-Public Funds Staff Regulations (SOR/82-361b)*
 - *Official Languages Act (OLA)*
 - *Privacy Act*
 - *Provincial Worker's Compensation Acts (PWCA)*
 - *Public Sector Equitable Compensation Act (PSECA)*
 - *Public Service Labour Relations Board Regulations (PSLRBR)*
 - *Federal Non-Smokers' Health Act and the Non-Smoker's Health Regulations*
- A.4 Note: For clarification, the provisions of the *Canada Labour Code*, Parts I, III and IV, the *Public Service Employment Act*, and the *Public Service Superannuation Act* are not applicable to NPF employees.

ANNEX B: CATEGORY DEFINITIONS AND TYPES OF EMPLOYMENT

CATEGORY DEFINITIONS

- B.1 **Category III:** Executive positions approved by the Chief Executive Officer (CEO) within NPF.
- B.2 **Category II:** Employees in this category engage in the planning, execution, oversight, management, conduct and/or control of programs or services; in the inspection, operation and maintenance of specialized equipment, systems, and processes; and/or the specialized application of a comprehensive body of knowledge. These managerial and specialized positions are those in which one or more of the following are of primary importance:
- a. the exercise of discretion in evaluating and analyzing problems;
 - b. the determination of alternative courses of action to be followed;
 - c. the enforcement of the application of rules, regulations and policy;
 - d. the planning, organization and coordination of personnel and material resources to achieve program objectives;
 - e. the continual exercise of their delegated authority and responsibility to achieve program or activity objectives by applying specialized knowledge;
 - f. the inspection, operation or maintenance of specialized equipment, systems or processes requiring the application of principles, skills and techniques of a specialized body of knowledge or profession;
 - g. the maintenance of a confidential relationship with executive management on program, activity and personnel matters; and/or
 - h. the management or direction of any of the above programs or activities.
- B.3 **Category I:** Employees in this category engage in the preparation, manipulation, transmission, systematization and maintenance of hardcopy and electronic records, reports and communications; the performance of a trade/craft, skilled, semi-skilled or unskilled work; the inspection, maintenance, repair and/or operation of machines, equipment and/or vehicles; the provision of personal, domestic and other services; the application of basic knowledge, principles and skills. Positions in this category are those in which one or more of the following is of primary importance:
- a. the exercise of a limited knowledge of principles in the application of required skills and procedures;
 - b. the operation of communications, reproduction, transmitting, and processing equipment in the dissemination of information and data;
 - c. the application of policy and regulations in accordance with established instructions, procedures and/or guidelines;
 - d. the inspection, repair, operation and maintenance of fixed and mobile equipment;
 - e. the performance of personal, domestic and other services including the preparation and serving of food; and/or
 - f. the supervision of any of the above activities.

TYPES OF EMPLOYMENT

- B.4 Casual Employee (Employé occasionnel) is a person who works less than thirteen and one third (13 1/3) hours per week in operational category positions or twelve (12) hours per week in administrative support category positions:
- Casual employees must be hired on a temporary basis for a fixed period of time that will not exceed twelve (12) months. A new contract can be issued without a break in service.
 - A casual employee must not work more than the number of hours prescribed in the definition above.
- B.5 Employee Under Assessment (Employé en période d'évaluation) is an employee, who has completed his/her probationary period and:
- is promoted to a position with greater responsibility;
 - changes type of employment;
 - transfers from one section or outlet to another; or
 - is placed on a Performance Improvement Plan.
- B.6 Full-Time Employee (Employé à temps plein) is a person who has completed a probationary period and is employed on a continuing basis for twenty-seven (27) or more hours per week.
- B.7 Category I Full-Time Employee Working at Cold Lake or Wainwright (Employé à temps plein qui travaille à Cold Lake ou à Wainwright) is a person who has completed a probationary period and is employed on a continuing basis for thirty-two (32) or more hours per week.
- B.8 Multiple Employment (Cumul d'emplois) refers to an employee who works in more than one position at any given time.
- B.9 Part-Time Employee (Employé à temps partiel) is a person who has completed a probationary period and may be employed on a continuing basis but works less than twenty-seven (27) and more than thirteen and one third (13 1/3) hours per week. In unusual circumstances, a part-time employee may work more than twenty-seven (27) hours in a week provided that the average hours of work over any thirteen (13) week period do not exceed twenty-seven (27) hours per week.
- B.10 Category I Part-Time Employee Working at Cold Lake or Wainwright (Employé à temps partiel de catégorie I qui travaille à Cold Lake ou à Wainwright) is a person who has completed a probationary period and is employed on a continuous basis but works less than thirty-two (32) and more than thirteen and one third (13 1/3) hours per week. In unusual circumstances, the employee may work more than thirty-two (32) hours in a week provided that the average hours of work over any thirteen (13) week period do not exceed thirty-two (32) hours per week.
- B.11 Probationary Employee (Employé en stage probatoire) is a newly hired or rehired employee that is carrying out the functions of a full-time, part-time or casual employee but has not yet completed their probationary period and granted full-time, part-time or casual status.
- B.12 Student (Étudiant) is a person who is hired through a student employment program designed to provide meaningful assignments in order to project a positive image of NPF, increase awareness of NPF and its programs and attract well-qualified students for continuing employment when their education is completed. A student employee is not entitled to any provision of HRPOL or collective agreements.
- B.13 Temporary Employee (Employé temporaire) is a person hired on a temporary basis for a fixed or defined period of time. Temporary employees may be hired to cover employee absences, to cover temporary vacancies, to meet temporary increases in workload, to

fulfill fixed term work projects or work assignments or to respond to special situations of limited duration. Temporary employees hired for less than three (3) months are not considered employees for the purpose of unionization or grievances. A temporary employee hired for a period of three (3) months or more becomes subject to the PSLRA and is a member of the bargaining unit, if applicable, with all rights and entitlements afforded by the collective agreement.

ANNEX C: DELEGATION OF HR AUTHORITIES - STAFF OF THE NON PUBLIC FUNDS, CANADIAN FORCES

PRINCIPLES

1. The Chief Executive Officer (CEO) of the Staff of the Non Public Funds, Canadian Forces delegates certain powers and duties in order to support efficient management of NPF Staff.
2. Authority is delegated to positions within the organizational structure and not to incumbents. Persons performing the duties of a position on an acting, term or assignment basis may normally exercise the delegated authorities, subject to any conditions associated with specific authorities. The temporary authorization must be in writing, specify the effective length of time, and be approved by the manager of the position concerned.
3. Authorities may not be sub-delegated below the organizational levels specified in this document. However, any delegated authority may be restricted in whole or in part by the responsible manager. In considering the restriction of any delegated authorities, consideration should be given to such factors as the experience, training and demonstrated judgement of the individual who will exercise the delegation. Any such withdrawals, restrictions or limitations must be made in writing with a copy to the responsible HRM.
4. Anyone exercising a delegated HR Authority **must ensure that required funding has been approved beforehand** by the appropriate delegated financial authority outlined in The Chief of Defence Staff Delegation of Authorities for Financial Administration of NPP.
5. All authorities must be exercised in accordance with applicable legislation, organizational/CEO directives, HR Policy and Collective Agreements. Failure to do so may result in the withdrawal of the authority from the delegated supervisor/manager or Base/Wing Commander.
6. Supervisors/Managers, Base/Wing Commanders shall consult with Staff of the Non Public Funds, Human Resources Management for advice and guidance before exercising delegated authorities. The exercise of HR authorities are in accordance with NPF HRPOL and applicable collective agreements.
7. When an NPF employee reports outside of the NPF chain of command, (i.e., museums, public kitchen, public accommodation, etc), Division Heads will assign, in writing, an appropriate manager to exercise the functional required HR Authorities.
8. The Base/Wing Commander and/or equivalent will be held accountable and will assume the liability for their decision taken that have financial impact or is precedent settings.
9. For Reserve Units, refer to the Delegation of HR Authorities for Reserve Unit Operations – Staff of Non Public Funds, Canadian Forces.

Note:

The term "Manager" refers to CAT II positions and includes Coordinators positions. The term "Supervisor" refers to CAT I positions

X¹ = Limited to the management of Category I positions only

X² = Authority is limited to CANEX Area Managers and General Managers only

X³ = Authority is limited to CAT II Managers only, including CAT II Coordinator positions

X⁴ = Authority is limited to Director only

X⁵ = Authority does not apply to the IS Division

X⁶ = Centrally funded only require HQ authority

X⁷ = Limited to the management of Category II positions only

* CAT I Base Funded positions only

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6. Supervisors/Managers, Base/Wing Commanders shall consult with Staff of the Non Public Funds, Human Resources Management for advice and guidance before exercising delegated authorities. The exercise of HR authorities are in accordance with NPF HRPOL and applicable collective agreements.
7. When an NPF employee reports outside of the NPF chain of command, (i.e., museums, public kitchen, public accommodation, etc), Division Heads will assign, in writing, an appropriate manager to exercise the functional required HR Authorities.
8. The Base/Wing Commander and/or equivalent will be held accountable and will assume the liability for their decision taken that have financial impact or is precedent settings.
9. For Reserve Units, refer to the Delegation of HR Authorities for Reserve Unit Operations – Staff of Non Public Funds, Canadian Forces.

Note:

The term “Manager” refers to CAT II positions and includes Coordinators positions. The term “Supervisor” refers to CAT I positions
 X¹ = Limited to the management of Category I positions only
 X² = Authority is limited to CANEX Area Managers and General Managers only
 X³ = Authority is limited to CAT II Managers only, including CAT II Coordinator positions
 X⁴ = Authority is limited to Director only
 X⁵ = Authority does not apply to the IS Division
 X⁶ = Centrally funded only require HQ authority
 X⁷ = Limited to the management of Category II positions only
 X⁸ = Authority is limited to Base Manager and HQ Manager only
 X⁹ = Authority is limited to HQ Manager only
 * CAT I Base Funded positions only
 ** A response to a grievance against an administered discipline at a higher level should come from the position who approved the discipline

		CORPORATE			COO / FINANCE / HR / CS / IS / CXO					CANEX / NATEX							SISIP FINANCIAL				PSP						MFS		OTHER					
HR AUTHORITIES		CEO/ COO / DELEGATE	CHRO/ DELEGATE	CFO / DELEGATE	DIVISION HEAD	VICE PRESIDENT / DIRECTOR	ASSOCIATE DIRECTOR // NATIONAL MANAGER	SENIOR MANAGER / ADVISOR	MANAGER	SUPERVISOR	DIVISION HEAD	ASSOCIATE VICE PRESIDENT / DIRECTOR	NATIONAL MANAGER / ASSOCIATE DIRECTOR	DISTRICT MANAGER / AREA MANAGER	SENIOR MANAGER	BASE MANAGER / STORE MANAGER / HQ MANAGER	ASSISTANT MANAGER	STORE SUPERVISOR	DIVISION HEAD	VICE PRESIDENT / ASSOCIATE VICE PRESIDENT	AREA MANAGER / DISTRICT MANAGER	SENIOR MANAGER	DIVISION HEAD	VICE PRESIDENT / DIRECTOR	ASSOCIATE DIRECTOR	HQ SENIOR MANAGER	SENIOR MANAGER PSP / SENIOR ADVISOR	DEPUTY MANAGER. PSP	MANAGER	DIVISION HEAD	DIRECTOR / ASSOCIATE DIRECTOR	SENIOR MANAGER	BASE COMMANDER / ADMIN. OFFICER OR EQUIVALENT	
1.	ATTENDANCE MANAGEMENT																																	
a.	Step 1	X			X	X	X	X	X		X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X		
b.	Step 2	X			X	X	X	X	X		X	X	X	X	X				X	X	X		X	X	X	X	X	X	X	X	X	X		
c.	Step 3	X			X						X								X					X						X				

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		CORPORATE			COO / FINANCE / HR / CS / IS / CXO					CANEX / NATEX							SISIP FINANCIAL				PSP						MFS			OTHER					
HR AUTHORITIES		CEO/COO / DELEGATE	CHRO/DELEGATE	CFO / DELEGATE	DIVISION HEAD	VICE PRESIDENT / DIRECTOR	ASSOCIATE DIRECTOR // NATIONAL MANAGER	SENIOR MANAGER / ADVISOR	MANAGER	SUPERVISOR	DIVISION HEAD	ASSOCIATE VICE PRESIDENT / DIRECTOR	NATIONAL MANAGER / ASSOCIATE DIRECTOR	DISTRICT MANAGER / AREA MANAGER	SENIOR MANAGER	BASE MANAGER / STORE MANAGER / HQ MANAGER	ASSISTANT MANAGER	STORE SUPERVISOR	DIVISION HEAD	VICE PRESIDENT / ASSOCIATE VICE PRESIDENT	AREA MANAGER / DISTRICT MANAGER	SENIOR MANAGER	DIVISION HEAD	VICE PRESIDENT / DIRECTOR	ASSOCIATE DIRECTOR	HQ SENIOR MANAGER	SENIOR MANAGER PSP / SENIOR ADVISOR	DEPUTY MANAGER. PSP	MANAGER	DIVISION HEAD	DIRECTOR /ASSOCIATE DIRECTOR	SENIOR MANAGER	BASE COMMANDER /ADMIN. OFFICER OR EQUIVALENT		
2.	COLLECTIVE BARGAINING																																		
a.	Establish Mandate	X																																	
b.	Ratify Collective Agreement	X																																	
3.	COMPENSATION																																		
a.	Rates of Pay Category III / II	X																																	
b.	Rates of Pay Category I (non-union)	X	X	X																															
c.	Variable Pay Category III	X																																	
d.	Variable Pay Other	X								X									X																
e.	New Hires CAT I - Pay Above Minimum at Hire up to the maximum salary of the position	X			X	X	X				X	X							X	X				X	X	X		X ⁶			X	X		X*	
f.	Move non-union CAT I in the pay band prior to regular anniversary date	X			X	X	X				X	X							X	X				X	X					X	X				
g.	Promotion - Pay up to promotion rule for CAT I / II	X			X	X	X				X								X	X				X	X	X	X	X		X					
h.	Promotion - Exceeding promotion rule for CAT I up to the maximum salary of the position (if permitted by Collective Agreement)	X			X	X					X	X							X	X				X	X	X				X	X			X*	
i.	Promotion - Exceeding promotion rule (5%) for CAT II up to the maximum salary of the position	X			X						X								X					X	X	X				X					
j.	New Hires CAT II - Pay Above Minimum at Hire up to the maximum of salary of the position	X			X	X					X	X							X					X	X	X				X	X				
k.	Overpayment Write-Off up to \$10,000	X			X						X								X					X						X					
l.	Overpayment Write-Off above \$10,000	X																																	
4.	DISCIPLINE																																		
a.	Written Reprimand	X			X	X	X	X	X		X	X	X	X	X	X ¹			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
b.	Suspension ≤ 5 working days	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X			X	X				X	X	X	X	X	X	X	X	X	X	X	
c.	Suspension 6 -15 working days	X			X	X	X	X ⁵			X	X	X	X					X	X				X	X	X				X	X	X			
d.	Suspension ≥ 16 working days	X			X	X					X	X							X					X	X					X	X				
e.	Suspension Pending Investigation	X			X	X					X	X							X					X	X	X				X	X				
f.	Demotion	X			X						X								X					X						X					

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5.	EMPLOYMENT ACCOMMODATION																																	
a.	Employment Accommodation	X			X	X	X ⁵	X ⁵	X ⁵		X	X	X	X	X	X			X	X			X	X	X	X	X	X		X	X	X		
6.	GRIEVANCES																																	
a.	Level 1	X			X	X	X	X			X	X	X	X					X	X	X	X	X	X	X	X	X ^{**}			X	X	X		
b.	Level 2	X			X	X					X	X							X	X			X	X					X	X				
c.	Level 3/Policy Grievance	X			X						X								X				X						X					
7.	HOURS OF WORK																																	
a.	Alternative Work Arrangements	X			X	X	X ⁵	X ⁵	X ⁵		X	X	X	X	X	X			X	X			X	X	X	X	X	X		X	X	X		
b.	Multiple Employment	X			X	X	X ⁵	X ⁵	X ⁵		X	X	X	X	X ²	X			X	X	X	X ¹	X	X	X	X	X	X		X	X	X		
c.	Overtime Hours approval (Category I employees only)	X			X	X	X	X	X		X	X	X	X	X ²	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X		
8.	JOB EVALUATION																																	
a.	Job Evaluation Request	X			X	X	X				X	X	X	X	X				X	X			X	X					X	X	X		X [*]	
b.	Job Evaluation Results Approval Category III	X																																
c.	Job Evaluation Results Approval Category I / II	X	X																															
9.	LEAVE																																	
a.	Negotiation of vacation entitlement at hire (CAT II external new hire ONLY)	X			X						X								X				X	X					X					
b.	Leave With Pay Vacation	X			X	X	X	X	X ¹		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
c.	Vacation Leave Carry-Over > 10 Days	X			X	X	X ⁵	X ⁵	X ⁵		X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
d.	Vacation Accrued Cash Out	X			X						X								X				X						X					
e.	Leave With Pay Sick (supported)	X			X	X	X	X	X ¹		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
f.	Exceptional Leave	X			X						X								X				X						X					
g.	Leave With Pay Bereavement, personal and Family Related	X			X	X	X	X	X ¹		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
h.	Leave With Pay Jury Duty / Court	X			X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
i.	Leave w/o Pay Compassionate Care	X			X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
j.	Leave w/o Pay Maternity, Parental, Adoption, Paternity	X			X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
k.	Leave w/o Pay Military Leave	X			X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
l.	Leave w/o Pay Occupational-Related Illness/Injury	X			X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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m.	Leave w/o Pay Spousal Relocation	X			X	X	X	X	X		X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
n.	Leave w/o Pay Union Business	X			X	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
o.	Leave w/o Pay ≤ 10 working days	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X ⁸	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
p.	Leave w/o Pay 11 to 20 working days	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X ⁹			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
q.	Leave w/o Pay > 20 working days	X			X	X	X ⁵				X	X	X	X	X				X	X			X	X	X				X	X								
10.	LEGAL ASSISTANCE AND INDEMNIFICATION																																					
a.	Request for indemnification or legal assistance	X																																				
11.	OFFICIAL LANGUAGES																																					
a.	Staffing Bilingual an asset for designated bilingual positions	X			X	X					X	X							X	X			X	X							X	X ⁴						
b.	Language Requirement of Positions	X	X																																			
c.	Second Language Training Plan when time away is required	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
12.	ORGANIZATIONAL CHANGES																																					
a.	Transfer of Organizational Units with staff from one Division to another	X	X	X																																		
b.	Creation of new CAT III Level jobs	X	X	X																																		
c.	Creation of any new Senior Level jobs (CAT II Pay Band A & B)	X	X	X																																		
d.	Creation of any jobs beyond approved budget	X	X	X																																		
e.	Creation of new CAT I / II Level jobs within approved budget	X	X	X	X	X					X	X							X				X	X							X	X						
f.	Changes to Organizational structure within approved budget	X	X	X	X	X					X	X							X				X	X							X	X						
g.	Reclassification of a position within approved budget	X	X	X	X	X					X	X							X				X	X							X	X						
13.	PERFORMANCE COUNSELLING																																					
a.	Informal Performance Counselling	X			X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
b.	Formal Performance Counselling	X			X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X [*]
c.	Performance Improvement Plan	X			X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X ⁷	X ⁷	X	X	X	X	X	X	X [*]	

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14.	PROBATIONARY/ASSESSMENT PERIOD																																		
a.	Establishing Shorter/Longer Probationary/Assessment Period	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X ⁸			X	X	X	X ¹	X	X	X	X	X	X	X	X	X	X	X	X*	
15.	RECRUITMENT/APPOINTMENT																																		
a.	Acting Assignment while remaining in substantive position	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X*		
b.	Acting Appointment not remaining in substantive position	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X				X	X			X	X	X	X	X			X	X				
c.	Acting - Short-Term (Category I)	X			X	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X*	
d.	Casual Employment (inc. student)	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X	X ¹		X	X	X	X ¹	X	X	X	X	X	X	X	X	X	X	X	X*	
e.	Casual Employment-Direct Hire	X			X	X	X	X ⁵	X ^{1&5}		X	X	X	X	X	X	X ¹		X	X	X	X ¹	X	X	X	X	X	X	X	X	X	X	X	X*	
f.	Indeterminate Full and Part Time	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X	X		X	X			X	X	X	X	X	X			X	X	X		
g.	Interchange Secondment	X			X	X	X				X	X							X	X			X	X						X	X				
h.	Non-Advertised Staffing Process Indeterminate	X			X	X	X				X	X							X				X	X	X					X	X				
i.	Temporary Employment	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X			X	X	X	X*	
j.	Underfill Appointment	X			X	X	X	X ⁵			X	X	X	X					X	X	X		X	X	X					X	X	X	X*		
16.	TERMINATION OF EMPLOYMENT																																		
a.	Administrative Release for Medical Incapacity	X			X						X								X				X							X					
b.	Disciplinary Discharge	X			X						X								X				X							X					
c.	Inability to meet a Bona Fide Occupational Requirement or obtain a Bona Fide Occupational Qualification (BFOQ) of the position	X			X	X	X				X	X	X	X					X	X	X		X	X	X					X	X	X			
d.	Inability to Meet a Fundamental Condition of Employment	X			X	X	X	X ⁵			X	X	X	X					X	X	X		X	X	X					X	X	X			
e.	Inability to raise attendance to a satisfactory level as described in HRPOL	X			X						X	X							X				X							X					

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f.	Incompetence/Unsatisfactory Performance	X			X						X								X				X									X		
g.	Job Abandonment	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X			X	X	X	X	X	X	X	X	X				X	X	X	X*
h.	Job Elimination	X			X	X					X	X							X	X			X	X					X	X				
i.	Rejection on Probation	X			X	X	X	X ⁵	X ⁵		X	X	X	X	X	X			X	X	X		X	X	X					X	X	X	X*	
j.	Resignation/Retirement Acceptance	X			X	X	X	X	X		X	X	X	X	X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X*	
k.	Termination Following an Administrative Release for Medical Incapacity	X			X	X					X								X				X	X					X					
l.	Other Reasons	X			X						X								X				X						X					
17.	UNION ACTIVITIES**																																	
a.	Strike Contingency Plan Approval	X	X		X						X								X				X								X			
b.	Posting/Distribution of Union Information	X	X		X	X	X	X	X		X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
c.	Use of Employer Facilities	X	X		X	X	X	X	X		X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
18.	FLEXIBLE WORK OPTIONS																																	
a.	Remote work within region (40 km)	X			X	X ⁵	X ⁵				X								X	X			X	X	X	X	X			X	X	X		
b.	Remote work outside of region, in same province	X			X	X ⁵	X ⁵				X								X				X	X	X	X	X			X	X			
c.	Remote work outside of region, in another province.	X			X	X ⁵					X								X				X	X	X	X	X			X	X			

ANNEX D: TALENT MANAGEMENT FRAMEWORK

D.1 Talent Management is an integrated approach to acquire, develop and manage performance of employees within the organization. The organization’s Talent Management framework is comprised of three distinct components:



- **Talent Acquisition** is defined as the process of planning for resources and finding, attracting, acquiring people.
- a. **Talent Development** is defined as a process, initiated by the employer or the employee to acquire new knowledge and skills, leading to growth within one’s position or in preparation for future career opportunities; and
- b. **Talent Performance** is defined as the process involving a number of steps to promote and improve employee effectiveness leading to total compensation and recognition.

NPF SHARED COMPETENCIES

D.2 The NPF shared competencies serve as the foundation for all three (3) components of the Talent Management framework. Shared competencies are defined as the skills and behaviors required by all employees irrespective of their division. Six NPF Shared Competencies have been identified as most critical for individual and organizational success.

Shared Competencies	What it means	Why It’s Important
Client Focus	Identifying, reviewing and adapting to client needs in order to effectively and efficiently achieve the highest standards of service excellence with a view to expand our capacity and capability to design and deliver best-in-class programs and services.	Service excellence and satisfied clients contribute to CFMWS making a real difference to our clients as well as excelling at being their preferred partner for morale and welfare services and programs underlying the significance of our member-centric focus.

Shared Competencies	What it means	Why It's Important
Organizational Knowledge	Demonstrating knowledge of CFMWS structure, culture, ethical principles and values, policies and business practices as well as understanding how they impact our environment and the services and programs that we deliver.	Understanding CFMWS's environment is key to ensuring that we deliver the best-in-class morale and welfare programs and services and that our actions are consistent and based on an organization-wide approach.
Communication	Communicating both internally and externally in an effective manner, which includes sharing information across the organization and marketing/promoting CFMWS programs and services to clients.	Effective communication and marketing/promoting at all levels of the organization will improve productivity and efficiency, increase job satisfaction, improve client service, increase our reach and grow the business.
Innovation	Striving to find innovative solutions, focusing on continuous improvement within CFMWS, successfully adapting to change as well as effectively assessing and managing risk tolerance.	Innovation across CFMWS allows us to be adaptive and flexible to the evolving needs of our environment, remain relevant to our clients and increase efficiency and productivity to deliver high-calibre services and programs.
Teamwork	Building effective internal and external working relationships to engage others, collaborate on initiatives, coordinate efforts and leverage diverse expertise.	Operating as one cohesive team across CFMWS contributes to a highly motivated and engaged workforce that increases efficiency, effectiveness and productivity to accomplish CFMWS vision and mission.
Leadership	Acting as a positive influence within CFMWS to inspire, engage and mobilize others in shaping CFMWS to be the best partner now and into the future.	Effective leadership across all levels contributes to creating an engaged workforce and motivating employees to collectively strive for the highest standards of performance. It also enables the effective management of resources to maintain the long-term sustainability of CFMWS.

LEVEL DESCRIPTION

- D.1 The shared competency model highlights five levels reflecting the progression in behaviors from one level to the next.

Level I	<p>Front line Category I jobs.</p> <p>Level I consists of Category I non-supervisory jobs.</p>
Level II	<p>First level supervisory and managerial jobs.</p> <p>It includes technical or specialized CAT II jobs</p>
Level II With Staff Supervisory	<p>First level supervisory and managerial jobs.</p> <p>Level II consists of Category I supervisors and Category II national pay band G and H jobs.</p>
Level III	<p>Middle management jobs with responsibilities for planning and managing work and people or for higher technical or specialized functions.</p> <p>Level III consists of Category II national pay band D, E and F jobs.</p>
Level IV	<p>Senior management jobs with more strategic responsibilities for management of a national program, a geographical region or a major component of a core function.</p> <p>Level IV consists of Category II national pay band B and C jobs.</p>
Level V CAT III + Directors	<p>Executives including members of the Executive Management Board and Director level jobs.</p> <p>Level V consists of Category III jobs and Category II Director level jobs national pay band A.</p>

SHARED COMPETENCIES LEVEL I

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
I interact with clients in an attentive, friendly, courteous, safe, and respectful manner.	I demonstrate an understanding of CFMWS' structure, culture and business operations.	I understand the audience and I use the appropriate language, tone and methods to communicate.	I demonstrate flexibility and willingness to change.	I establish, I maintain and I nurture positive working relationships.	I take pride in doing my job well while considering the safety of myself and others.
I address client needs and concerns safely and respectfully; I escalate as required.	I comply with CFMWS' policies	I relay information related to CFMWS' programs and services.	I adjust work practices and I make necessary changes in work activities.	I cooperate and I share skills, knowledge and experience with others.	I demonstrate a positive attitude.
I seek ways to continuously improve the client service experience.	I behave in accordance with CFMWS' values and ethics.	I keep my supervisor informed of important issues and I escalate matters when appropriate.	I participate in identifying opportunities for improvements and work-related solutions.	I contribute to the achievements of results.	I exhibit trustworthy and respectable behaviours.
I deliver a consistent and positive client service experience.	I demonstrate integrity and respect.	I communicate openly and respectfully.	I am open to new ideas and I provide feedback.	I provide input into problem solving.	I seek feedback and I act on guidance.
	I understand how my own work aligns within CFMWS.	I address disagreement in the workplace respectfully.		I appreciate the contributions of others.	I show care and concern for others and their needs.
					I display an active interest in learning and self-development.
					I contribute to creating a healthy, safe, inclusive and respectful workplace.

Associated Skills / Abilities – Shared Competencies Level I

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
Client service orientation: ability to effectively listen, understand, meet and respond to the needs, requirements and expectations of internal and external clients.	Business sense: ability to learn and understand the organization, the immediate business context, the key relationships and how one's own work connects to the overall organization.	Effective Communication: ability to communicate effectively and appropriately, and being proficient, professional and courteous in oral and written communication.	Adaptability & resiliency: ability to adapt quickly to change and respond flexibly to people and situation.	Interpersonal skills: ability to convey openness, friendliness and cooperation in interactions with others.	Self-Awareness: ability to recognize one's own emotions and manage their impact on others.

			<p>Open-mindedness: ability to listen, consider and accept the views, ideas and suggestions of others.</p>	<p>Conflict resolution: ability to engage with others positively to resolve disagreements and differences in opinion.</p>	<p>Self-Development: display an active interest in learning and self-development.</p>
			<p>Problem solving: ability to identify causes and find practical solutions to solve problems.</p>	<p>Collaboration: ability to work effectively with others and contribute valuable ideas to achieve desired results.</p>	<p>Positivity: having a positive attitude, being optimistic, having a positive outlook and exhibiting interest and enthusiasm towards work and environment.</p>
			<p>Creative thinking: ability to originate change, improve and produce creative ideas and solutions</p>		<p>Coping: ability to handle pressure and stress, staying calm and in control.</p>

SHARED COMPETENCIES LEVEL II

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
All Level II Jobs					
I solicit client feedback and I share with other members of CFMWS.	I demonstrate an understanding of how to work effectively within CFMWS' structure, culture and business operations.	I communicate issues succinctly, appropriately and respectfully.	I support actions to reassess work practices.	I establish, maintain and nurture positive relationships.	I set the example of being good at what I do and act as a role model for others.
I address client needs and concerns safely and respectfully.	I comply with CFMWS' policies.	I promote CFMWS' brand, programs and services.	I act in a timely manner to address changes.	I cooperate and share skills, knowledge, experience and expertise with others.	I demonstrate a positive attitude.
I make suggestions to improve service delivery.	I integrate CFMWS' values and ethics into daily work activities	I seek clarification and/or guidance when necessary; I keep my manager informed.	I propose changes, I provide feedback for process improvements and I recommend work-related solutions.	I build ideas in collaboration with others to achieve results.	I exhibit trustworthy and respectable behaviour.
I continually strengthen relationships with clients.	I demonstrate integrity and respect.	I share ideas and solutions	I identify areas where cost savings and/or efficiencies could be achieved.	I recognize and appreciate the contribution of others.	I seek feedback and act on guidance.
	I understand how my own work aligns within CFMWS.	I address workplace disagreements and conflict respectfully.	I demonstrate flexibility and willingness to change and improve.		I display an active interest in learning and self-development.
					I contribute to creating a healthy, safe, inclusive and respectful workplace.
Level II Jobs With Staff					
I teach and train staff on client service.	I teach and train staff on organizational structure and policies.	I share information with staff and I solicit employee feedback.	I promote a positive work environment during change management activities.	I encourage and I foster effective teamwork and collaboration.	I encourage and I support people to enhance their skills.
I promote and recognize outstanding client service.		I resolve workplace disagreement and conflict respectfully.	I encourage employees to participate in collaborative initiatives.	I provide input into problem solving and decision-making.	I equip staff with the tools and support required to carry out their duties and responsibilities.
			I support and I assist others with change management.		

Associated Skills / Abilities – Shared Competencies Level II

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
Client service orientation: ability to effectively listen, understand, meet and respond to the needs, requirements and expectations of internal and external clients.	Business sense: ability to learn and understand the organization, the immediate business context, the key relationships and how one's own work connects to the overall organization.	Effective Communication: ability to clearly transmit and receive information as well as to convey information in a way that brings understanding to the target audience.	Adaptability & resiliency: ability to adapt quickly to change and respond flexibly to people and situation.	Interpersonal skills: ability to convey openness, friendliness and cooperation in interactions with others.	Self-Awareness: ability to recognize one's own emotions and manage their impact on others
			Open-mindedness: ability to listen, consider and accept the views, ideas and suggestions of others.	Conflict resolution: ability to engage with others positively to resolve disagreement and difference in opinion.	Self-Development: ability to continuously strive for self-improvement and learning.
			Problem solving: ability to find solutions to solve difficult or complex issues.	Collaboration: ability to seek out and value the ideas and opinions of others.	Coping: ability to handle pressure and stress while staying calm and in control.
			Creative thinking: ability to originate change, improve and produce creative ideas and solutions.	Networking: ability to establish good relationships with clients and people, to relate to people at all levels and to build effective networks.	Decisiveness: ability to decide quickly, display confidence and act independently.
			Critical thinking: ability to apply and analyze information for decision-making.		Motivation: ability to stimulate desire and energy in people, to be continually interested and committed to their jobs.
					Supervision: ability to plan, prioritize and monitor the work of others as well as provide others with clear direction.
					Positivity: having a positive attitude, being optimistic and having a positive outlook, as

					well as exhibiting interest and enthusiasm towards responsibilities and environment.
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SHARED COMPETENCIES LEVEL III

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
I develop plans to address client needs and I report results.	I demonstrate an in-depth understanding of the greater environment within which we operate and the inter-relationships between the various stakeholders.	I ensure high standards of communication with internal and external clients, colleagues and staff.	I embrace challenges and I engage all levels in improving work processes.	I foster a climate of collaboration and I seek diverse opinions.	I promote and I demonstrate excellence and high performance standards.
I resolve sensitive client needs / concerns / complaints and I measure client satisfaction.	I ensure staff learns and understands about CFMWS' structure, culture and business operations.	I contribute to and/or prepare communication material regarding CFMWS' programs and services.	I implement effective and innovative work practices and I recommend improvements.	I create networking opportunities to better understand organizational needs.	I promote and I model trustworthy and respectable behavior.
I encourage and I empower staff to exceed client expectations.	I monitor compliance with policies and programs.	I share information with staff, managers and peers across divisions.	I develop creative solutions, I analyze risks and I propose mitigating actions.	I share expertise and knowledge across CFMWS.	I regularly evaluate my performance and the performance of my team identifying developmental opportunities as necessary.
I identify and I address barriers or problems to providing excellent service in a safe and respectful manner.	I ensure adherence to CFMWS' values and ethics.	I develop practices to promote CFMWS' programs and services.	I analyze areas where cost savings and/or efficiencies can be achieved.	I support the achievement of results with ideas and resources.	I develop and I implement ways to achieve results with an understanding of their impact across CFMWS.
I recognize staff for exceeding client's expectations.	I promote a culture of integrity and respect.	I address workplace conflict respectfully and when needed, I intervene and monitor the resolution.	I support and I assist others with change management activities.	I recognize and I value the contributions of others and I recognize team efforts.	I ensure a healthy, safe, inclusive and respectful workplace.
I continually strengthen relationships with internal and external clients.	I implement practices to advance an inclusive and healthy workplace.		I try new ideas and I take them to implementation.		I deliver on results and I hold employees accountable for what and how they achieve results.
			I seek and I adopt new ways of thinking and acting.		
			I apply and I encourage creativity and responsible risk		

Associated Skills / Abilities – Shared Competencies Level III

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
Customer relationship building: ability to initiate, build and sustain relationships with internal and external clients.	Business sense: ability to understand and keep abreast of the immediate and broader business context, clients, key relationships and stakeholders and how one's own role fits into the larger organization.	Effective Communication: ability to clearly transmit and receive information as well as to convey information in a way that brings understanding to the target audience.	Forward thinking: ability to recognize opportunities where innovative ideas can be applied to guide strategies, processes and activities.	Interpersonal skills: ability to convey openness, friendliness and cooperation in interactions with others.	Self-Awareness: ability to recognize one's own emotions and manage their impact on others.
		Persuasion/Influencing: ability to gain agreement and commitment from others to influence decision-making.	Risk Management: ability to identify, assess and manage risk and minimize the impact on the outcome.	Conflict resolution: ability to engage with others positively to resolve disagreement and difference in opinion.	Self-Development: ability to continuously strive for self-improvement and learning.
		Relating & networking: ability to establish good relationships with clients and people, ability to relate to people at all levels and build wide and effective networks of contacts.	Change Management: ability to engage and support employees in adapting to changing situations as well as effectively integrate change into the organization	Collaboration: ability to seek out and value the ideas and opinions of others	Initiative taking: ability to be proactive and take action without being told.
			Critical thinking: ability to analyze and evaluate information and options for decision-making.	Relationship building: ability to build and nurture effective collaborative relationships.	Decisiveness: ability to decide quickly, display confidence and act independently.
			Decision Making: ability to decide quickly with confidence and make tough choices.		Motivation: ability to stimulate desire and energy in people, to be continually interested and committed to their jobs.
					Management: ability organize, plan, oversee and manage resources in order to achieve a goal.

					Coaching: ability to provide guidance and direction to maximize the potential of others.
					Strategic thinking: ability to understand the broader context and plan for positive outcomes.
					Coping: ability to handle pressure and stress while staying calm and in control.

SHARED COMPETENCIES LEVEL IV

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
I establish and I ensure a client focused culture.	I demonstrate an understanding of primary clients and internal / external stakeholder organizations.	I establish and I ensure effective communication practices.	I foster a culture that facilitates change.	I foster and I build a team approach through collaboration.	I define and I exhibit excellence and leadership.
I support staff and managers in resolving client complaints in a safe and respectful manner.	I demonstrate an understanding of CFMWS' strategies through the development of operational plans.	I synthesize complex detailed information into clear succinct recommendations or direction.	I create an environment that supports improved processes through forward thinking.	I build and maintain effective and collaborative working relationships with internal / external stakeholders.	I translate vision and strategies into work plans and I allocate resources accordingly.
I promote and I recognize client service excellence.	I ensure staff acquire organizational knowledge.	I promote and I ensure information sharing across CFMWS.	I make changes based on lessons learned.	I create opportunities for and I encourage cross-functional collaboration.	I conduct forward planning to develop strategies and plans.
I address gaps to improve service.	I ensure policies and programs are aligned within CFMWS.	I promote and I market CFMWS' programs and services.	I develop and I implement change management initiatives.	I lead diverse teams to achieve results.	I identify and I plan for the development of talent within CFMWS.
I build collaborative relationships with internal and external stakeholders.	I ensure compliance with CFMWS' values and ethics.	I encourage individuals to come forward and I address their workplace concerns respectfully.	I encourage new ways of thinking and acting.	I recognize and I value the contributions of others and recognize team efforts.	I am responsible for a healthy, safe, inclusive and respectful workplace.
	I build and I promote a culture of integrity and respect.	I foster a climate that encourages others to seek resolution to workplace disagreements and conflicts.	I enable others to achieve new business objectives.		I deliver on results and I hold employees accountable for what and how they achieve results.
	I implement practices to advance an inclusive and healthy workplace.		I apply and I encourage creativity and responsible risk taking.		I advance the performance of self and teams.
					I regularly evaluate my performance and the performance of my team identifying development opportunities as

Associated Skills / Abilities – Shared Competencies Level IV

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
Customer relationship building: ability to initiate, build and sustain relationships with internal and external clients.	Business sense: ability to understand the immediate and broader business context as well as create key relationships and diverse groups within the organization.	Effective Communication: ability to clearly transmit and receive information as well as to convey information in a way that brings understanding to the target audience.	Forward thinking: ability to recognize opportunities where innovative ideas can be applied to guide strategies, processes and activities.	Conflict resolution: ability to engage with others positively to resolve disagreement and difference in opinion.	Self-Awareness: ability to recognize one’s own emotions and manage their impact on others.
Networking: ability to build and nurture effective collaborative relationships.		Persuasion/Influencing: ability to gain agreement and commitment from others to influence decision-making.	Risk Management: ability to identify, assess and manage risk and minimize the impact on the outcome.	Relating & Networking: ability to establish good relationships with clients and people as well as relate to people at all levels to build wide and effective networks of contacts.	Self-Development: ability to continuously strive for self-improvement and learning.
		Relating & networking: ability to establish good relationships with clients and people, ability to relate to people at all levels and build wide and effective networks of contacts.	Change Management: ability to engage and support employees in adapting to changing situations as well as effectively integrate change into the organization	Collaboration: ability to seek out and value the ideas and opinions of others.	Initiative taking: ability to be proactive and take action without being told
			Decision Making: ability to decide quickly with confidence and make tough choices.	Relationship building: ability to build and nurture effective collaborative relationships.	Decisiveness: ability to decide quickly, display confidence and act independently.
					Motivation: ability to stimulate desire and energy in people, to be continually interested and committed to their jobs.
					Leadership: ability to

					motivate, influence, inspire others to achieve goals as well as support employees through coaching and advising.
					Coaching: ability to provide guidance and direction to maximize the potential of others.
					Strategic thinking: ability to understand the broader context and plan for positive outcomes.
					Coping: ability to handle pressure and stress while staying calm and in control.

SHARED COMPETENCIES LEVEL V

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
Category III and Directors					
I develop long-term strategic plans to ensure necessary resources, processes and systems are in place to meet client needs.	I ensure strategies and plans are aligned with those of the greater environment under which we operate.	I define and I develop communication strategies and standards.	I create a culture of change and I challenge the status quo.	I create a culture that promotes teamwork through collaboration and inclusiveness.	I inspire and I exhibit excellence and leadership as well as ethical decision-making.
I drive service excellence strategies.	I develop and I communicate CFMWS' vision, mission, mandate and strategies.	I spearhead the development of marketing and promotional strategies.	I ensure employees encourage and apply responsible risk taking to maximize innovation.	I develop and I encourage strategies for cross-divisional partnerships.	I develop and I lead strategies to achieve results and I hold others accountable.
I direct continuous improvement to meet client needs in a safe and respectful manner.	I align strategies within CFMWS.	I clearly define and I communicate CFMWS' vision and brand.	I lead change management initiatives.	I acknowledge and I value the contributions of others and I recognize team efforts.	I provide clear directions and I align resources to maximize capacity.
I build collaborative relationship with internal and external stakeholders.	I integrate values and ethics into all programs and practices.	I encourage and I promote information sharing and open dialogue.	I create a collaborative environment that encourages the identification and sharing of innovative approaches.	I create diverse teams to foster productive outcomes.	I develop future leaders of CFMWS.
	I build and I model a culture of integrity and respect.	I am accountable to engage all measures to resolve workplace conflict.		I create collaborative opportunities to build trust.	I develop and I implement effective oversight and governance practices.
	I create opportunities to implement practices to advance an inclusive and healthy workplace.				I am accountable for a healthy, safe, inclusive and respectful workplace.
					I engage in self-reflection and act upon insights
Category III only					

I seek opportunities to advance strategic alliances with partners and stakeholders.	I advance strategies to foster an inclusive and healthy workplace respectful of the diversity of people.	I define and I communicate the vision, mission, strategies and priorities with clarity and commitment.	I foster an environment that is open to creativity and responsible risk taking to maximize innovation.	I engage colleagues to contribute to cross-divisional partnerships and initiatives.	I establish long-term goals and strategies to achieve CFMWS sustainability of resources and revenues.
			I ensure strategies are in place to increase efficiencies and productivity.	I mobilize the team to achieve CFMWS' goals.	I contribute expertise and insight to the development of CFMWS priorities and strategies.
					I create a sense of common purpose and direction in the organization and among colleagues.

Associated Skills / Abilities – Shared Competencies Level V

CLIENT FOCUS	ORGANIZATIONAL KNOWLEDGE	COMMUNICATION	INNOVATION	TEAMWORK	LEADERSHIP
Building & establishing strategic alliances: ability to connect, initiate and sustain internal and external relationships and networks.	Business sense: ability to understand broader context and act based on trends that may impact the organization in the long term, as well as ability to think beyond the divisional and organizational boundaries.	Effective communication: ability to clearly transmit, receive and convey compelling information in a way that brings understanding to target and broad audiences.	Forward thinking: ability to recognize opportunities where innovative ideas can be applied to guide strategies, processes and activities.	Conflict resolution: ability to engage with others positively to resolve disagreement and difference in opinion.	Self-Awareness: ability to recognize ones own emotions and manage their impact on others.
Networking: ability to build and nurture effective collaborative relationships		Persuasion/Influencing: ability to gain agreement and commitment from others to influence decision-making.	Risk management: ability to identify, assess and manage risk and minimize the impact on the outcome.	Collaboration: ability to seek out and value the ideas and opinions of others.	Leading & Deciding: ability to initiate actions, to build commitment by motivating others, to give direction, to take action and maintain accountability.
		Relating & networking: ability to establish good relationships with clients and people, ability to relate to people at all levels and build wide and effective networks of contacts.	Change Management: ability to engage and support employees in adapting to the scope and pace of change as well as integrate change into the	Relating & Networking: ability to build, align and enable broad networks.	Strategic thinking: ability to understand the broader context and plan for positive outcomes.

			organization.		
			Decision Making: ability to decide quickly with confidence and make tough choices.		Coping: ability to handle pressure and stress, staying calm and in control.
					Leadership: ability to motivate, influence, inspire others to achieve goals as well as support employees through coaching and advising.
					Coaching: ability to provide guidance and direction to maximize the potential of others.
					Accountability and Results: ability to take ownership and accountability for delivering results.