

Competency Descriptions



Levels 1 - 4



CEDA'S Core Values

The Competency Framework should complement CEDA's current set of values.

A zero-incident culture ensuring everyone arrives home safe every day.

We deliver to our commitments and answer for our actions and results.

We don't avoid difficult conversations; openness, fairness and facts guide our communication and decision-making.

We've defined the competencies that define great leadership at CEDA in the new competency descriptions



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Our people are the differentiator through their skill, knowledge and passion.

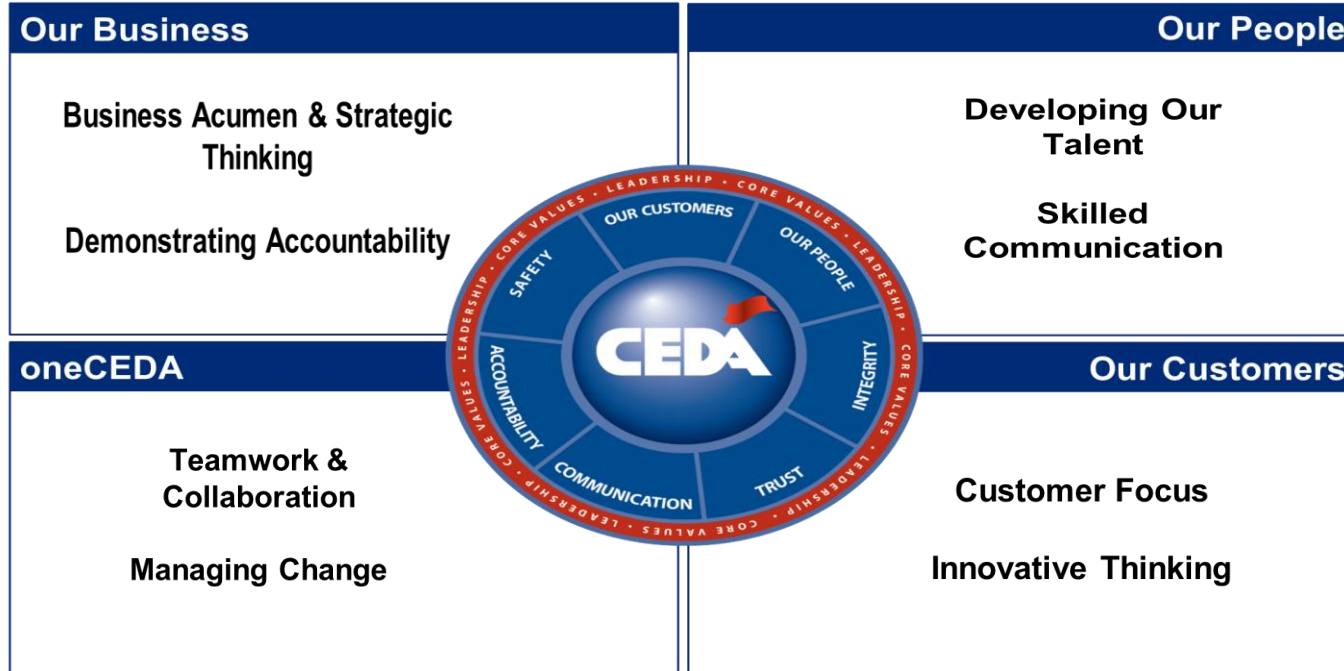
We live by our values and always strive to do the right thing.

We have confidence in our team to be competent, have character and respect our stakeholders.

Competency Framework

SAFETY

is at the core of everything we do



Safety – Not a Competency!



At CEDA, Safety is at the core of everything we do:

- › Safety doesn't have its own defined competency because it is not a stand alone skill
- › It is the fundamental core value of CEDA and a mandatory expectation in all our objectives and behaviours
- › As you review the competencies that follow, you can see that safety can be added to all areas - a fundamental of all competencies

Business Acumen & Strategic Thinking

Definition

Understands CEDA's business functions, how the company makes money, its strategic direction, and financial objectives. Has an understanding of oneCEDA and how different service lines function both individually and together, to provide services and value for CEDA's customers and stakeholders. Uses clear financial acumen in both strategic and day to day business decisions

Leadership Level

Level 1: Individuals and Contractors

- ☐ Understands how to do their job effectively and what value they contribute in accomplishing CEDA's overarching strategy and goals
- ☐ Understands how individual actions and responsibilities contribute to CEDA's overarching strategy and objectives
- ☐ Understands and demonstrates cost awareness in day-to-day business activities
- ☐ Can demonstrate and communicate how their individual objectives contribute to oneCEDA goals
- ☐ Seeks opportunities to broaden understanding of CEDA's objectives, its different business lines and how the company functions

Level 2: Managers

- ☐ Makes day-to-day business decisions using a fact-based approach with CEDA's profitability and objectives in mind
- ☐ Understands and demonstrates financial and project management knowledge in day-to-day decisions
- ☐ Ensures teams have clearly defined goals
- ☐ Delivers concise and accurate reporting up and down the organization
- ☐ Develops an understanding of CEDA's objectives and all service lines & shares knowledge with peers and direct reports regarding business decisions

Level 3: Directors

- ☐ Day to day business decisions are made using a fact-based approach with CEDA's profitability and objectives in mind; business decisions result in a profitable and value-added outcome
- ☐ Demonstrates a broad understanding of financial and project management knowledge by making responsible and fiscally sound business decisions
- ☐ Ensures leaders have clearly defined goals and has 'buy in' for the delivery of those goals
- ☐ Displays a deep understanding of CEDA's objectives and how the company functions; strategic business decisions are made with other service lines in mind
- ☐ Displays a deep understanding of CEDA's different service lines outside their own

Level 4: VPs & Executive

- ☐ Integrates understanding of macro-economic and industry trends to set CEDA's strategy and objectives
- ☐ Monitors CEDA's progress against planned objectives; takes appropriate actions based on metrics and performance
- ☐ Fosters an environment within CEDA that encourages fiscal and ethical responsibility
- ☐ Articulates the importance and vision of acting as oneCEDA; being a complete industrial services provider
- ☐ Executes on expansion opportunities through acquisition or organic growth of new service lines or businesses

Demonstrating Accountability

Definition

Holds responsibility for one's own actions and holds others to their commitments. Clearly defines expectations for self and others; takes appropriate actions to ensure obligations are met and revises standards in response to changes. Demonstrates concern for achieving or surpassing results against an internal or external standard of excellence. Shows a passion for improving the delivery of services with a commitment to being the leading industrial service provider.

Leadership Level

Level 1: Individuals and Contractors	Level 2: Managers	Level 3: Directors	Level 4: VPs & Executive
❑ Understands and adheres to company policies, procedures and processes ❑ Is known to be reliable – does what they say they will do when they say they will do it ❑ Seeks advice and feedback on tasks and responsibilities when required ❑ Confirms assumptions about mutual expectations and clarifies standards of overall performance requirements ❑ Sets personal goals aligned with CEDA's strategy	❑ Sets objectives for self and others; maintains high performance standards for self and others to achieve business objectives ❑ Clearly communicates and enforces company policies, procedures and processes with peers and direct reports ❑ Delegates responsibility and reallocates resources within service lines or business services to ensure that priorities are met for initiatives within area of responsibility ❑ Attempts different approaches to attain challenging goals and persists until personal and team goals are achieved and commitments met ❑ Involves employees in planning, problem solving and decision-making on matters that affect team performance	❑ Monitors performance trends and identifies opportunities to improve ❑ Provides regular feedback and suggests alternative approaches necessary to ensure that CEDA's organizational objectives and superior standards are achieved ❑ Delegates responsibility and reallocates resources at an organizational level as needed to ensure that commitments are met for initiatives within area of responsibility ❑ Translates ideas into actions - champions initiatives within the team and across organizational boundaries to achieve operational efficiency ❑ Develops and executes business plans and budgets to surpass or leverage revenue targets	❑ Defines strategic areas of responsibility within CEDA ❑ Plans and decides upon the reassigning and restructuring of significant organizational resources ❑ Influences and sponsors CEDA's cross-organizational decisions on work prioritization, resource allocation, and long-range standards of performance ❑ Makes significant, lasting changes in climate, culture or focus of the organization to improve operational excellence and organizational success ❑ Spearheads the creation of new systems or structures to support long-term strategy and requisite supporting behaviours

Developing Talent

Definition

Ability to review and analyze employees' strengths and opportunities, to identify their talent and development needs, and ensure they are developed and utilized appropriately.

Leadership Level

Level 1: Individuals and Contractors

- ☐ Is an engaged and active participant in CEDA's talent procedures including setting objectives, completing performance reviews and development plans
- ☐ Looks for opportunities to enhance skills for themselves in delivering CEDA's objectives
- ☐ Support onboarding activities of new team members including stepping up to welcome new team members, orienting them to the team, the environment and oneCEDA
- ☐ Demonstrates a realistic and balanced view of their own skills, capabilities, performance and readiness
- ☐ Takes time and initiative to use talent development tools to analyze their roles

Level 2: Managers

- ☐ Holds self accountable for the performance of the team
- ☐ Engages in all talent procedures as a manager and is an active participant on making the right talent decisions
- ☐ Ability to coach employees to see their own strengths and opportunities to explore their full potential
- ☐ Uses on the job coaching and feedback to enhance employees' performance and development
- ☐ Discusses employees' development needs and facilitates appropriate support, coaching and/or training opportunities

Level 3: Directors

- ☐ Is an active participant in building CEDA's future leaders and successor
- ☐ Has personal awareness of employees' talents and abilities
- ☐ Identifies current talent gaps and creates action plans to acquire or develop required skills including the ability to make and support tough talent decisions
- ☐ Supports employees to create career and development plans that may include job rotations and projects outside their current skill set or role
- ☐ Allocates resources to support talent development and succession planning procedures

Level 4: VPs & Executive

- ☐ Strategically aligns employees talents and development needs to overall corporate strategy and budgets accordingly
- ☐ Has awareness and understanding of what leadership skills and abilities are required to meet strategic business initiatives
- ☐ Knows the talent map and personally engages with high potential talent
- ☐ Support an environment that takes the necessary time to develop, evaluate and rank talent accurately
- ☐ Champions the ongoing spirit of improvement and professional growth across the organization.

Skilled Communication

Definition

Clearly conveys information and ideas through a variety of methods to individuals or groups in a manner that engages the audience and helps them understand and retain the message. Uses active listening skills to understand and interpret verbal messages.

Leadership Level

Level 1: Individuals and Contractors	Level 2: Managers	Level 3: Directors	Level 4: VPs & Executive
❑ Has the necessary written and verbal communication skills necessary to perform their jobs ❑ Demonstrates active listening skills and asks questions to confirm understanding ❑ Senses and responds to verbal and nonverbal cues from customers, individuals and colleagues ❑ Adjusts communication style to changing audiences and situations ❑ Demonstrates confidence; speaks positively and passionately about themselves, their skills and their abilities	❑ Uses questioning techniques to gain full understanding of the communication and to confirm their own communication is understood by others ❑ Clearly and concisely expresses ideas and disseminates information in a timely manner ❑ Identifies and uses the most effective tools, technology and applications for clearly communicating ideas ❑ Can respectfully and tactfully respond to internal challenges from others ❑ Knows what information is required to influence key internal stakeholders and knows how to help others package information to influence others	❑ Encourages debate and synthesizes various inputs to articulate a clear point of view ❑ Adapts style and methods of communicating to suit different, situations, and individual or team needs, and provides guidance on how others can do the same ❑ Helps team members determine the impact of their communication styles on others and coach their ability to sense and respond appropriately ❑ Demonstrates discretion in what can and can not be transparently communicated ❑ Uses full understanding of CEDA system to influence internal customers with whom they have no direct control	❑ Clearly communicates CEDA's mission, strategy and objectives across all levels and business lines ❑ Drives the mission through a formal strategic communication plan ❑ Provides a compelling point of view to reach the appropriate outcomes, asks open ended questions to validate others' perspectives, and effectively converts opposition into mutual understanding ❑ Fosters appropriate transparency across the CEDA system ❑ Articulates a vision for operational excellence, including the strategic, long-term management of finances and people

Teamwork & Collaboration

Definition

Actively demonstrates one CEDA through developing trusting work relationships to accomplish CEDA's objectives by building both formal and informal professional relationships. Understands CEDA's organizational goals and places a higher priority on the organization as a whole than on own goals. Proactively builds effective working relationships within their team and cross service lines. Effectively communicates and gathers feedback from peers to make business decisions.

Leadership Level

Level 1: Individuals and Contractors	Level 2: Managers	Level 3: Directors	Level 4: VPs & Executive
❑ Speaks positively about CEDA and displays enthusiasm about being part of the team and chooses to address those that do not in an appropriate forum ❑ Builds and maintains relationships with peers and managers by showing support, encouragement and trust ❑ Provides and receives feedback from peers and managers to solve problems and perform day-to-day business task ❑ Works with peers to accomplish day-to-day business tasks ❑ Takes time to understand and support team decisions	❑ Reduces and eliminates "us versus them" language in the business ❑ Shares information and readily determines whom to go to for relevant information ❑ Gives constructive feedback to peers, reports and senior management in a timely manner ❑ Celebrates successes and shares credit with peers and reports ❑ Builds relationships with peers, reports and senior management by showing support, encouragement and trust	❑ Builds relationships with peers and individuals in other service lines of CEDA by showing genuine concern for their needs and business objectives ❑ Works collaboratively with management in other service lines to accomplish CEDA's overall organizational goals ❑ Ability to share ideas, issues, and opportunities with members of personal and professional network ❑ Is visible across teams in the region or service line ❑ Protects and promotes all CEDA group's reputation with all stakeholders	❑ Communicates, cooperates and gathers feedback from executive peers in other areas of the business to inform decisions ❑ Fosters an environment within CEDA that encourages collaboration (within internal service lines, as well as across service lines) ❑ Articulates importance of collaboration with all levels of the organization ❑ Integrates feedback from individuals at other levels of the organization in business decisions ❑ Represents the organization on strategic issues impacting multiple organizations, the community, and the professional field

Managing Change

Definition

Maintains effectiveness when changes in tasks or work environment occurs. Engages quickly and effectively to work within new work structures, processes and requirements.

Leadership Level

Level 1: Individuals and Contractors

- ☐ Embraces changes in work tasks or work environment as they occur
- ☐ Demonstrates flexibility when issues do not have an obvious path, but takes time to understand the plan
- ☐ Chooses to understand decisions made in other units instead of complaining about issues that may not be fully understood
- ☐ Able to maintain day-to-day work effectiveness individually, and as part of a team
- ☐ Adjusts work approach as situations change within the organization and externally with customer demands

Level 2: Managers

- ☐ Accepts and manages changes in work tasks or work environments as they occur
- ☐ Maintains day-to-day work effectiveness and adjusts work approach to help direct reports adapt to changes effectively
- ☐ Maintains agility and flexibility to changes with customer demands
- ☐ Uses a variety of communication methods to effectively communicate benefits of the change and why it is occurring
- ☐ Evaluates changes on a service line or business services level to understand how to improve subsequent change processes

Level 3: Directors

- ☐ Acts as a champion for change across all levels of the business
- ☐ Creates an open and inquisitive work atmosphere by positively recognizing and rewarding individuals and managers who embrace change
- ☐ Effectively manages changes as they evolve and present themselves
- ☐ Provides ongoing support throughout the change process to positively engage and influence individuals at all levels of CEDA
- ☐ Evaluates changes on an organizational level as they occur to understand how to improve subsequent change processes

Level 4: VPs & Executive

- ☐ Sets the organization's direction and creates a new vision as the business environment evolves
- ☐ Recognizes and takes required actions to ensure that members of all levels in the organization accept and support the new vision
- ☐ Fosters an environment within CEDA that encourages adaptability and flexibility
- ☐ Positively rewards and reinforces leaders effectively spearheading change
- ☐ Is seen as a leader who supports changes in their peers' businesses

Customer Focus

Definition

Understands that award winning internal and external customer service is required to enable CEDA to maintain its position as a service provider and employer of choice. Building productive relationships with clients, employees and vendors builds loyalty to our brand and contributes to all our growth.

Leadership Level

Level 1: Individuals and Contractors

- ☐ Readily adopts the philosophy that we all work with customers; internal customers (CEDA employees) are as important and require the same level of service as external customers
- ☐ Understands customer needs and how to anticipate their needs in advance of requests for action (internal and/or external)
- ☐ Takes personal responsibility for customer issues (internal and/or external)
- ☐ Demonstrates empathy for all customers during difficult times (internal and/or external)
- ☐ Displays a personal commitment and resilience in seeing customer service tasks through to completion (internal and/or external)

Level 2: Managers

- ☐ Able to communicate CEDA's different service lines to existing or potential customers and how they work together
- ☐ Maintains open, transparent communication with all CEDA customers (internal and external)
- ☐ Actively seeks feedback from the team on how to improve customer service
- ☐ Emphasizes the importance of going above and beyond the expectations of others
- ☐ Continually looks for ways to adopt new business into their organization

Level 3: Directors

- ☐ Seeks customer feedback and looks for ways to incorporate this feedback into their business
- ☐ Demonstrates an active drive for new business opportunities and looks for expansion opportunities beyond CEDA's current service lines
- ☐ Prioritizes business decisions that drives an enhancement in customer relations
- ☐ Understands the business challenges and successes of key customers and how to capitalize on those challenges
- ☐ Analyzes and plans for the impact of the market, competitors and customer's own plans on the business

Level 4: VPs & Executive

- ☐ Fosters an environment within CEDA that encourages and drives new business initiatives and customer opportunities
- ☐ Rewards departmental leaders for taking initiative to drive new business targets
- ☐ Clearly communicates and shares understanding of CEDA's different service lines to all levels of the business
- ☐ Looks for opportunities to develop strategic external customer relationships
- ☐ Continually evaluates the fluctuations in the Services sector and how to evolve its impact on customers

Innovative Thinking

Definition

Generates innovative solutions in day-to-day work environments to improve business processes. Applies problem solving techniques to identify and execute against improvement opportunities.

Leadership Level

Level 1: Individuals and Contractors

- ☐ Thinks innovatively to suggest improvements to current ideas and processes in their own roles
- ☐ Possesses appropriate technology skills to increase job efficiencies
- ☐ Identifies and communicates opportunities for efficiencies and improvements with CEDA's objectives in mind
- ☐ Chooses to actively attempt to process improve every task or process they work on
- ☐ Engages with the leader and team to challenge the statement "this is how it's always been done" in an environment that enhances the safety, quality or reputation of CEDA

Level 2: Managers

- ☐ Demonstrates innovative and inquisitive thought processes that evolve tasks or procedures assigned to their departments
- ☐ Fostering innovation to create new ideas, solutions or approaches to ongoing challenges
- ☐ Leverages other service lines or business areas as sources of inspiration and insight into new options and solutions
- ☐ Works to identify solutions to problems rather than just identifying problems with no solution
- ☐ Identifies and acts on redundancies in team procedures that would help optimize the team

Level 3: Directors

- ☐ Supports others in generating new and innovative approaches (e.g. by providing funding, building on new ideas, recognizing innovation)
- ☐ Encourages challenges to conventional approaches
- ☐ Creates new concepts, models, innovations or theories that have wide-ranging impacts on a field, policy area or program, nationally and possibly internationally
- ☐ Understands and promotes that different positions innovate in different ways
- ☐ Provides an environment where technical achievements, if applicable, are valued and rewarded

Level 4: VPs & Executive

- ☐ Supports an organizational environment where risk-taking, where appropriate, is encouraged
- ☐ Models innovative decision making that is data driven and informed in its approach
- ☐ Fosters an innovative culture where everyone, regardless of title or position, is encouraged to generate new ideas that will improve the business
- ☐ Provides expert insight into problems to assist others in researching and creating new approaches
- ☐ Sponsors experimentation to maximize potential for innovation