

Professional competencies

S

Managers must be able to...

Manage the strategic dimension



A Develop a vision and strategy to achieve the expected outcomes

- | | |
|--|--|
| 1 Conduct strategic monitoring | 4 Develop a vision statement |
| 2 Analyze internal and external environments | 5 Establish guidelines |
| 3 Develop/revise a mission statement | 6 Develop a business plan/strategic plan |

B Contribute to the organization's sustainability through the effective management of risks and contingencies

- | | |
|--|--|
| 1 Evaluate risks | 4 Manage an event or crisis situation |
| 2 Develop/revise a risk management plan | 5 Evaluate the management of risks and contingencies |
| 3 Supervise the implementation of a risk management plan | |

C Contribute to the development of the organization or a department by implementing significant changes

- | | |
|--|---|
| 1 Contribute to continuous improvement, innovation and sustainable development | 4 Supervise the implementation of a change or an innovation |
| 2 Create a consensus for a change or an innovation | 5 Evaluate the management of a change or an innovation in the organization/department |
| 3 Communicate a change or an innovation to stakeholders | |

O

Managers must be able to...

Manage the operational dimension



D Ensure smooth operations

- | | |
|--|----------------------------------|
| 1 Organize the work | 4 Ensure ongoing operations |
| 2 Determine/revise policies and procedures | 5 Evaluate operations management |
| 3 Monitor operations | |

E Ensure sound and optimal management of human resources

- | | |
|--|---|
| 1 Recruit the human resources needed | 5 Manage health, safety and well-being in the workplace |
| 2 Manage individual and team performance | 6 Ensure fair and equitable pay |
| 3 Promote the actualization of talent(s) and the development of competencies | 7 Foster effective and harmonious working relations |
| 4 Build commitment of human resources | 8 Terminate an employment relationship |
| | 9 Evaluate human resources management |

F Ensure sound and optimal management of financial resources

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|--------------------------------|---------------------------------|
| 1 Establish a budget | 4 Manage financial operations |
| 2 Allocate budgetary resources | 5 Evaluate financial management |
| 3 Ensure budget monitoring | |

G Manage internal and external information

- | | |
|---------------------------------------|-------------------------------------|
| 1 Make relevant information available | 3 Ensure circulation of information |
| 2 Protect information | 4 Evaluate information management |

H Manage communications

- | | |
|---------------------------------------|---|
| 1 Carry out consultations | 4 Supervise the development of a communication plan |
| 2 Promote employer brand | 5 Evaluate communications management |
| 3 Establish a communications strategy | |

I

Managers must be able to...

Manage interrelationships



I Develop/maintain alliances and partnerships

- | | |
|---|---|
| 1 Develop a network of influence | 5 Formalize an alliance or partnership |
| 2 Evaluate the relevance of finding allies or partners | 6 Terminate an alliance or partnership |
| 3 Identify allies or partners according to needs | 7 Evaluate management of alliances and partnerships |
| 4 Establish initial contact with potential allies or partners | |

J Achieve synergy with superiors

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|--|---|
| 1 Agree on a sharing of responsibilities with immediate supervisor | 4 Facilitate decision making |
| 2 Support superiors' methods of operation | 5 Implement superiors' decisions |
| 3 Ensure accountability | 6 Evaluate management of relations with superiors |

Transversal competencies

To do their job, managers must be able to rely on a set of transversal competencies.

Accordingly, they must be able to...

K Demonstrate relational and communication skills

- | | |
|--|------------------------|
| 1 Practice active listening | 4 Communicate verbally |
| 2 Adapt communication to discussion partner(s) | 5 Negotiate |
| 3 Communicate in writing | 6 Show leadership |



L Demonstrate personal skills

- | | |
|---|--------------------------------------|
| 1 Demonstrate professional integrity and transparency | 3 Think strategically |
| 2 Show a sense of responsibility | 4 Demonstrate emotional intelligence |
| | 5 Demonstrate analytical skills |



L Demonstrate personal skills (continuation)

- | | |
|---|---|
| 6 Be meticulous and pay attention to detail | 15 Take the initiative |
| 7 Be creative | 16 Demonstrate political skills |
| 8 Solve problems | 17 Deal with ambiguity |
| 9 Demonstrate judgment and be consistent | 18 Manage time efficiently |
| 10 Make decisions | 19 Set an example |
| 11 Be courageous | 20 Ensure self-management |
| 12 Project a professional image | 21 Use the latest technologies and IT tools |
| 13 Show openness to diversity | |
| 14 Be adaptable | |



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S

Manage the Strategic dimension

- A. Develop a vision and strategy to achieve the expected outcomes
- B. Contribute to the organization's sustainability through the effective management of risks and contingencies
- C. Contribute to the development of the organization or a department by implementing significant changes

O

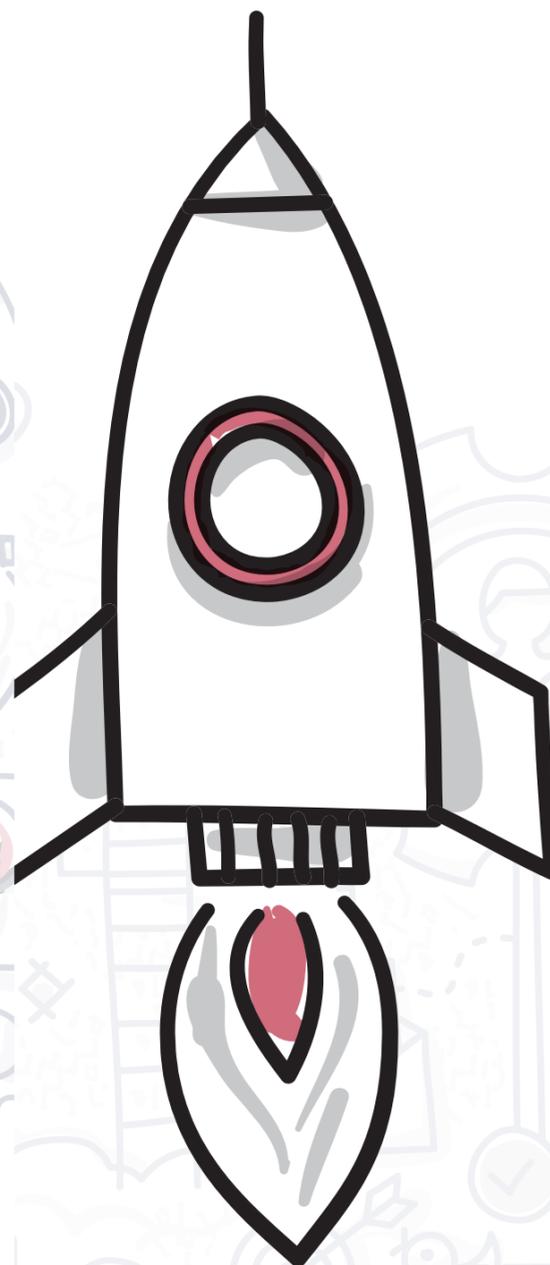
Manage the Operational dimension

- D. Ensure smooth operations
- E. Ensure sound and optimal management of human resources
- F. Ensure sound and optimal management of financial resources
- G. Manage internal and external information
- H. Manage communications

I

Manage Interrelationships

- I. Develop/maintain alliances and partnerships
- J. Achieve synergy with superiors



Competency map for managers in Quebec

Frame of reference

(Référentiel des compétences)

Professional competencies
Transversal competencies



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