

Appendix B: Definitions of Qualifications

INNOVATE AND MANAGE CHANGE

Focus on the performance expectations described for the level of the officer being appraised. Also note deficiencies in any skills or abilities described under lower levels.

- FS 1**
- Follows ideas through to implementation.
 - Uses imagination and initiative to resolve problems.

 - Evaluates policies and procedures and recommends positive, constructive improvements or alternatives.
 - Incorporates new values into his or her own work.
- FS 2**
- Promotes change by example, continuously seeking and implementing improved policies, procedures and technologies.
 - Evaluates new ideas in the context of the strategic plan and past experience.

 - Creates and cultivates an environment that promotes critical assessment and new ideas.
 - Encourages and recognizes creativity and initiative.
 - Helps staff and colleagues to cope with change.
 - Provides a supportive environment for risk taking.
- EX 1-2**
- Anticipates change, and communicates to staff and colleagues new directions for the organization.
 - Provides staff and colleagues with a framework for action.
 - Delegates responsibility for managing change.
 - Promotes a clear vision of the Department as a dynamic and evolving multicultural organization.
- EX 3-5**
- Continuously evaluates the Department's goals and objectives and communicates change effectively throughout the ranks.
 - Defines parameters for risk, and takes responsibility.